DEPARTMENT OF INTERNATIONAL BUSINESS
SCHOOL OF MANAGEMENT

MBA: IB
COURSE CURRICULUM

PONDICHERY UNIVERSITY
PONDICHERY 605 014

Approved Minutes by the Board of Studies
13-07-2017
DEPARTMENT OF INTERNATIONAL BUSINESS
SCHOOL OF MANAGEMENT
PONDICHERY UNIVERSITY

The University
The Pondicherry University (A Central University) was established by an Act of Parliament, which was enforced by a Notification of the Government of India in October 1985. The campus is spread over 800 acres of land which is rolling down to the Bay of Bengal sea beach. The inner landscape is featured by sprawling lawns, well nurtured gardens, picturesque road shapes, and lush green belt with eco-forest mostly flavored by Cashew-nuts. The tranquil setting makes Pondicherry University Campus a unique one with exquisite natural beauty with sea shore that captures viewers’ imagination and provides an ideal atmosphere for persuading study and research. On the University Campus, 15 Schools and 37 Departments with ample number of students across the globe who undertake post-graduation program under Choice Based Credit System (CBCS). The University is a member of the Association of Commonwealth Universities and signed MoU with several foreign Universities/ Institutions.

School of Management
The School of Management is the first School to be established in the University in the year 1986 and is one of the popular Schools of Excellence in the campus primarily focusing on the business-related courses since the very inception of this University. The School is offering five MBA programs – MBA (International Business), MBA (General), MBA (Tourism Studies), MBA (Banking Technology), and MBA (Insurance Management, Karaikal Campus).

Department of International Business (DIB)
In response to the changes that are taking place on the face of the world business scenario and the needs of the industry at national and international level, on the recommendations of duly constituted advisory committee, Pondicherry University established the Department of International Business during the academic year 2006 – 2007 to offer a specialized MBA program in International Business under the roof of the School of Management. The MBA program is to prepare leader-managers with competencies in international business operations.
Vision: Vision of the Department is to shape management education with international orientation by generating new leading-edge knowledge and preparing upright, dependable, socially sensitive leader-managers highly committed to the progress of mankind.

Mission: To support business organizations in India and other developing countries by enriching the best practices in international business. It shall seek to do this by preparing risk-taking leader-managers who will pioneer emerging global business operations and set new benchmarks.

Objectives

I. To provide a congenial learning environment to potential aspirants for pursuing careers in internationally focused management practices.

II. To enhance knowledge through innovative teaching and research, conceptual and applied, relevant to international business, and to disseminate such knowledge through budding leader-managers and research publications on contemporary issues in international business.

III. To develop the decision-making skills and international business competence of practicing managers and assist MNCs to solve their multi-dimensional global business problems by extending consultancy services.

IV. To enable and apply current business practices to the management of International Business.

V. To equip with skills necessary to operate effectively in a multi-cultural environment and to adopt fast changing social, political, legal, economic conditions and technological advancements.

VI. To associate with other institutions in India and abroad with a view to further promoting management education in international business.
About International Business Programme

Rapid developments in the international business on one hand and the consequential impact of the same on India’s domestic market on the other, call for a professional approach and sensitivity to international business environment. The MBA: International Business is a specialized program for developing a competent cadre of business executives to meet the country’s growing requirements of training personnel in the field of international business management. The main academic focus is on equipping the participants with an in-depth knowledge of global business and to instill in them an urge to take up competitive global challenges. The program also focuses on equipping its students with all the knowledge and expertise in dealing with the corporate world ranging from Foreign Language, International Marketing, International Finance, Economic Analysis, International Logistics, Foreign Exchange and Cross-Cultural Management to Manage MNC's, Global Business Information System, and Export-Import Systems.

Program Features

The MBA: International Business Program – a multidisciplinary and integrative curriculum reinforcing the strategic, international and ethical dimensions of business – has the following salient features:

- With experienced teachers on the Faculty, the program equips the students with the practical nuances of conducting international business in a competitive environment;
- The Course is meticulously designed to meet the growing international business challenges, and to develop a competent cadre of business executives;
- The University has a well-equipped library along with the school library, with online databases and Computer Centers with a 24-hour Internet access;
- Using lectures, case studies, problem-based learning and group projects, the program prepares the students to manage, motivate and, innovate, and
- Periodical Guest Lectures by Executives from different MNCs; Industry Visits; Summer Project training, Internship and a Final Project in MNCs are the USPs of our program.
Program Thrust Areas

The MBA International Business Program is a specialized course designed in the backdrop of immense changes happening in the corporate world for the last two decades across the world. This program not only covers general management courses but also includes various new courses identified based on the contemporary international industry requirements. The Thrust areas of the program are presented below:

<table>
<thead>
<tr>
<th>International Focus</th>
<th>General Management</th>
<th>Human Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>• International Economics</td>
<td>• Management Process</td>
<td>• Human Resource Management</td>
</tr>
<tr>
<td>• Global Business Environment</td>
<td>• Quantitative Techniques for Management</td>
<td>• HR for Knowledge Based Organizations</td>
</tr>
<tr>
<td>• International Banking</td>
<td>• Entrepreneurship and Project Management</td>
<td>• Global Leadership &amp; Skills Development</td>
</tr>
<tr>
<td>• International HR Management</td>
<td>• Managerial Economics</td>
<td>• Global Human Resource Development</td>
</tr>
<tr>
<td>• International Financial Management</td>
<td>• Insurance and Risk Management</td>
<td></td>
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<tr>
<td>• Research Methods for International Business</td>
<td>• Tourism, Hospitality &amp; Customer Relationship Management</td>
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<tr>
<td>• International Strategic Management</td>
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<tr>
<td>• Export Management and Logistics</td>
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<tr>
<td>• Global Mergers and Acquisitions</td>
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<tr>
<td>• Global Financial Markets</td>
<td></td>
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<tr>
<td>• Overseas Buyer Behavior</td>
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<table>
<thead>
<tr>
<th>Finance</th>
<th>Marketing Management</th>
<th>IT And Systems</th>
</tr>
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<tr>
<td>• Accounting and Financial Analysis</td>
<td>• Marketing Management</td>
<td>• Information And e-Business</td>
</tr>
<tr>
<td>• Merchant Banking and Financial Services</td>
<td>• Global Buyer behavior</td>
<td>• Cloud Computing</td>
</tr>
<tr>
<td>• Corporate Finance</td>
<td>• Global Brand Management</td>
<td>• Internet &amp; Database management</td>
</tr>
<tr>
<td>• Global Financial Markets &amp; Instruments</td>
<td>• International Sales Promotion and Negotiation</td>
<td>• Leveraging IT in Global Business</td>
</tr>
<tr>
<td>• Global Mergers &amp; Acquisitions</td>
<td>• Rural Marketing</td>
<td>• Enterprise Resource Planning</td>
</tr>
<tr>
<td>• International Investment &amp; Portfolio management</td>
<td>• Advertising Management</td>
<td>• Computer Networking</td>
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<td></td>
<td>• Environmental Marketing</td>
<td>• Data Mining and Warehousing</td>
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<td>• Sales &amp; Distribution Management</td>
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<tr>
<td>Operations</td>
<td>MSME’S</td>
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<tr>
<td>------------------------------------------------</td>
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<tr>
<td>• Manufacturing and operations management</td>
<td>• Innovation and Startup Management</td>
<td></td>
</tr>
<tr>
<td>• Materials and Logistics management</td>
<td>• Internationalization of MSME’s</td>
<td></td>
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<tr>
<td>• Inventory management and Materials requirement planning</td>
<td>• Perspectives on Start-ups and MSME’s</td>
<td></td>
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<tr>
<td>• Modern Techniques and IT for operations management</td>
<td>• Establishment of MSME’s</td>
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<tr>
<td>• World class management</td>
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<tr>
<td>• Evaluating and Managing Projects</td>
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<tr>
<td>• 6 Sigma and Business frameworks</td>
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<td>• Productivity management</td>
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<td>• Operations strategy</td>
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<tr>
<td>• Quality Management</td>
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<tr>
<td>• Operations Management</td>
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<tr>
<td>• Production and Operations Management</td>
<td></td>
<td></td>
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<tr>
<td>• Applied Operation Research</td>
<td></td>
<td></td>
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<tr>
<td>• Lean Management</td>
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</table>
### Faculty Profile

Academically highly vibrant and professionally committed core faculty is participating in the program. They have excellent credentials in their own field of specialization through publications and consultant activities.

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Experience</th>
<th>Specializations</th>
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<tbody>
<tr>
<td><strong>Dr. P. Sridharan</strong>, M. Com, M.Phil., Ph.D.</td>
<td>Professor</td>
<td>25 Years</td>
<td>International Banking, Financial Management, Management Accounting</td>
</tr>
<tr>
<td><strong>Dr. Bushan D. Sudhakar</strong>, MIM, Ph.D.</td>
<td>Associate Professor &amp; Head</td>
<td>22 Years</td>
<td>Global Marketing, Advertising &amp; Branding, Business Communication &amp; Negotiation Skills</td>
</tr>
<tr>
<td><strong>Dr. Y. Srinivasulu</strong>, MBA, M.Phil, Ph.D</td>
<td>Associate Professor</td>
<td>23 Years</td>
<td>Marketing Management, Services Marketing, Brand Management, Industrial Marketing</td>
</tr>
<tr>
<td><strong>Dr. M. Banumathi</strong>, MA, MBA, M.Phil., Ph.D.</td>
<td>Associate Professor</td>
<td>21 Years</td>
<td>Strategic Management, Green Marketing, International Trade, International Economics</td>
</tr>
<tr>
<td><strong>Dr. Rajeesh Viswanath</strong>, MA, MBA, Ph.D</td>
<td>Assistant Professor</td>
<td>19 Years</td>
<td>Organizational Behavior, Performance Management, Systems, Cross Cultural Management</td>
</tr>
<tr>
<td><strong>Dr. S. Thiyagarajan</strong>, M.A., MBA, M.Com., M.Phil, Ph.D</td>
<td>Assistant Professor</td>
<td>12 Years</td>
<td>Quantitative Techniques, Operations Research, Research Methodology, Accounting, Advertising</td>
</tr>
<tr>
<td><strong>Dr. P.G. Arul</strong>, M. Com, M.Phil, MBA, Ph.D</td>
<td>Assistant Professor</td>
<td>17 Years</td>
<td>International Trade &amp; Logistics, Human Resource Management, Foreign Exchange Management</td>
</tr>
</tbody>
</table>
COURSE CURRICULUM GUIDELINES

Eligibility criteria for Admission into MBA: International Business: Bachelor’s (10+2+3) Degree in any discipline with 50 per cent marks or equivalent grade as recognized by Pondicherry University or as recognized by UGC.

Selection Procedure: Selection will be based on an all India level entrance examination to be conducted by Pondicherry University. The short-listed candidates in the written examination, as per the cut off marks fixed for the various reservation categories, will be admitted into MBA: International Business Programme.

Choice Based Credit System (CBCS): The MBA (International Business) Degree programme is offered through a unique ‘Choice Based Credit System’. Under Choice Based Credit System, subjects are classified into Hard Core and Soft-Core Papers. Hard Core subjects are compulsory. The students have a choice to select from among the list of Soft Core papers offered within the department and by other departments.

Weightage of Marks: The weightage of marks between continuous Internal Assessment and End Semester Examination shall be 40 and 60 respectively.

Passing Minimum: A student is declared to have passed a given subject only when he/ she secures a minimum of 40 marks in the end-semester examination and an aggregate of 50% marks (both Internal and End-Semester Examination put together). There is no minimum passing marks for the internal assessment component.

Internal Assessment Components: The weightage of 40 marks for Internal Assessment Components shall consist of the following components.

1. Two Class Tests (15+15) : 30 marks
2. Two Written Assignments (5+5) : 10 marks

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Total : 40 marks

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**Evaluation of End Semester Written Examination:** The answer scripts of the End Semester Examination shall be evaluated for a weightage of 60 marks and this will be evaluated by one External Examiner and one Internal Examiner (course in-charge) separately. The average of the marks awarded by both Internal and External examiners shall be taken for providing the Grades. The list of External Examiners is to be approved by the Dean, School of Management from a panel of External Examiners to be given by the Course in-charge for each subject and the consolidated panel of examiners shall be forwarded to the Dean by the Head of the of the Department.

**Comprehensive Viva-voce Examination:** The End Semester Comprehensive Viva-Voce Examination shall carry a weightage of 50 marks and this will be evaluated by two Internal Examiners. The list of Internal Examiners is to be approved by the Dean, School of Management from a panel of Internal Examiners to be submitted by the Head of the Department.

**Summer Project:** Every student of MBA: International Business shall carry out a project in any leading business organization (preferably in an MNC) for a period of 8 weeks during summer vacation (May & June) under the guidance of a Faculty Member in the Department. Once guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the project period, every student shall make a presentation of his/ her project work and shall submit a structured project report as approved by the Faculty Guide within 15 days from the date of the completion of the project period.

The Summer Project Report and Viva-Voce examination will be evaluated by two Internal Examiners. The list of Internal Examiners is to be approved by the Dean, School of Management from a panel of Internal Examiners to be submitted by the Head of the Department. Summer Project Report will be valued for a weightage of 100 marks and Viva –Voce examination for the Summer Project shall carry a weightage of 50 marks (Total 150 Marks). The Summer Project marks obtained by the students will be recorded in the mark statement issued to them in the Third Semester (along with the third semester marks).
**Internship:** Every student of MBA: International Business shall undergo Internship training during the Third Semester of the programme. This Internship shall be for 2 days (Fridays & Saturdays) in all the weeks of the entire Third Semester. During this Internship, every student should attach himself/ herself with any organization carrying on any type of international operations or transactions. The objective of the Internship training is to give the students a hands-on experience of real life business operations. At the end of the Third Semester, each student should submit an Internship Training Report explaining clearly what each student has learnt during the Internship period. The Internship Report and the Viva-Voce Examination will be evaluated by the internal Faculty Guide. The Weightage for the Internship Report shall be 75 marks and weightage for Viva-Voce Examination shall be 25 marks (Total 100 marks).

**Final Project:** Every student of MBA: International Business should carry out a project in any leading business organization (preferably in an MNC) for a period of 8 weeks during the first part of the Fourth Semester till the third week of February. Once the guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the project period, every student shall submit a structured project report as approved by the Faculty Guide within the period specified by the Department.

The Final Project Report and Viva-Voce examination will be evaluated by two Internal Examiners. The list of Internal Examiners is to be approved by the Dean, School of Management from a panel of Internal Examiners to be submitted by the Head of the Department. Final Project Report will be valued for a weightage of 150 marks and Viva –Voce examination for the Final Project shall carry a weightage of 50 marks (Total 200 Marks).

**Question Paper Pattern:**

The question paper pattern for each of the subjects for the End-Semester Written Examination (For 60 Marks) shall be as given

**Part A**
Consist of 10 short answer questions each carrying two (02) marks (two questions should be asked from each Unit). \(10 \times 2 = 20 \text{ marks}\)
Part B
Five questions are to be answered (Either/Or pattern) each carrying six (06) marks (two questions will be asked from each Unit). \(5 \times 6 = 30 \text{ marks}\)

Part C
A compulsory question consisting a Case study/ Problem in the relevant Subject. \(1 \times 10 = 10 \text{ marks}\)

*Industrial / Port Visits:* Industrial Visit (Industrial Study Tour) shall be the compulsory component of the MBA: International Business Programme. Such tour will be organized with the approval from the appropriate authorities of the University. It is also resolved that one- three teachers along with few Ph.D full time scholars of the Department by rotation will be accompanying the students.

*Attendance:* Each student shall obtain 70 per cent attendance to be eligible for appearing for the Semester-End Examination.

*Grading:* Grading of the marks obtained by the students shall be made as per the norms of Choice Based Credit System (CBCS) in the same manner as followed in other Departments of Pondicherry University.

**PROGRAMME DETAILS**
*(MBA - International Business)*

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Total Number of Credits</td>
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<tr>
<td>Total Number of Theory Papers</td>
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<tr>
<td>Total Number of Project Work</td>
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<td>Total Number of Internship</td>
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<tr>
<td>Total No. of Comprehensive Viva-Voce</td>
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MBA (International Business)
Choice Based Credit System:

<table>
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<tr>
<th>S. NO</th>
<th>Nature of Course</th>
<th>Semester Wise Credits</th>
<th>Total Credits</th>
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<tr>
<td></td>
<td></td>
<td>SEM I</td>
<td>SEM II</td>
<td>SEM III</td>
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<td>1</td>
<td>Employability</td>
<td>24</td>
<td>24</td>
<td>18</td>
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<td>2</td>
<td>Potential Demand/Skill Development &amp; Enhancement.</td>
<td>7(BC+IT)</td>
<td>6(IBL+CCM)</td>
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<td>3</td>
<td>Foreign Language / Ability Centric</td>
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<td>3 (F-2)</td>
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<tr>
<td>4</td>
<td>Project Work &amp; Summer Training</td>
<td>Summer Project (6)</td>
<td>Winter Project (6)</td>
<td>12</td>
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<tr>
<td>5</td>
<td>Comprehensive Viva-Voce (credits)</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<tr>
<td></td>
<td>Credits</td>
<td>36</td>
<td>41</td>
<td>28</td>
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Mode of Evaluation for Continuous Internal Assessment (Weightage of Marks- 40):

Two Class Tests, Two Written Assignments, and any of these following components: Attendance/ Mini Projects / Seminars / Quizzes (announced and / or unannounced case analysis and case discussion / Term Paper Class Participation / Assessment of Class Notes etc. End-Semester Examination (Weightage of Marks – 60):

At the end of the Semester a three-hour written examination will be conducted covering the entire syllabus
### DETAILED COURSE STRUCTURE

#### FIRST SEMESTER

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>Hard/Soft Core</th>
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<tbody>
<tr>
<td>MIBA 411</td>
<td>Fundamentals of International Management</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MIBA 412</td>
<td>Organizational Behavior</td>
<td>4</td>
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</tr>
<tr>
<td>MIBA 413</td>
<td>Business Communication &amp; Negotiation Skills</td>
<td>4</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 414</td>
<td>Economics for Managers</td>
<td>4</td>
<td>100</td>
<td>H</td>
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<tr>
<td>MIBA 415</td>
<td>Accounting and Finance</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MIBA 416</td>
<td>Quantitative Techniques for Business Decisions</td>
<td>4</td>
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<tr>
<td>MIBA 417</td>
<td>Global Business Environment</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MIBA 418</td>
<td>French I</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 419</td>
<td>IT Tools and Techniques for Global Managers</td>
<td>3</td>
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<tr>
<td>MIBA 420</td>
<td>Comprehensive Viva-Voce</td>
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#### SECOND SEMESTER

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<tr>
<td>MIBA 421</td>
<td>International Marketing</td>
<td>4</td>
<td>100</td>
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<tr>
<td>MIBA 422</td>
<td>International Human Resources Management</td>
<td>4</td>
<td>100</td>
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<td>MIBA 423</td>
<td>International Financial Management</td>
<td>4</td>
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<tr>
<td>MIBA 424</td>
<td>Research Methods for International Business</td>
<td>4</td>
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<td>MIBA 425</td>
<td>Global Production and Operations Mgt.</td>
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<td>MIBA 426</td>
<td>International Economics</td>
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<td>MIBA 427</td>
<td>International Business Laws &amp; Arbitration</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 428</td>
<td>Cross Cultural Management</td>
<td>3</td>
<td>100</td>
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<td>MIBA 429</td>
<td>French II</td>
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<tr>
<td>MIBA 430</td>
<td>Comprehensive Viva-Voce</td>
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<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MIBA 431</td>
<td>SUMMER PROJECT – 6-8 Weeks (May-June) Project Report – 100 Marks+ Viva Voce-50 Marks</td>
<td>6</td>
<td><strong>150</strong></td>
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### THIRD SEMESTER

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<th>Hard/Soft Core</th>
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<tr>
<td>MIBA 511</td>
<td>International Strategic Management</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 512</td>
<td>Global Logistics &amp; Supply Chain Mgt.</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 513</td>
<td>Global Insurance and Risk Management</td>
<td>3</td>
<td>100</td>
<td>H</td>
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<tr>
<td>MIBA 514</td>
<td>International Trade Procedures &amp; Documentation</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 515</td>
<td>Overseas Project Management &amp; Entrepreneurship</td>
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<td>*MIBA</td>
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<tr>
<td>MIBA 501</td>
<td>Internship on Export-Import Procedures</td>
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<tr>
<td>MIBA 516</td>
<td>Comprehensive Viva-Voce</td>
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**Total** 28 950

### FOURTH SEMESTER

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MIBA 502</td>
<td>Global Business Ethics and Corporate Governance</td>
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<td>*MIBA</td>
<td>Elective – IV (Marketing/ Finance/ HR/ Systems/MSME/ Operations)</td>
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<td>*MIBA</td>
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<td>*MIBA</td>
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<tr>
<td>MIBA 521</td>
<td>Comprehensive Viva-Voce</td>
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<tr>
<td>MIBA 522</td>
<td>PROJECT WORK (8 Weeks) (Project Report – 150 Marks + Viva-Voce – 50 Marks)</td>
<td>6</td>
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</table>

**Total** 20 650

*The Code Number for Elective Subjects will be followed as per the Elective Course in the specialization stream chosen by the students.*
<table>
<thead>
<tr>
<th>Code</th>
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<tbody>
<tr>
<td>MIBA 601</td>
<td>Global Buyer Behaviour</td>
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<tr>
<td>MIBA 602</td>
<td>International Sales Promotion and Brand Management</td>
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<tr>
<td>MBIA 603</td>
<td>Services Marketing</td>
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<tr>
<td>MIBA 604</td>
<td>Retail Marketing</td>
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<tr>
<td>MIBA 605</td>
<td>International Marketing Research</td>
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<td>MIBA 606</td>
<td>Environmental Marketing</td>
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<tr>
<td>MIBA 607</td>
<td>Customer Relationship Management</td>
<td>3</td>
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<td>MIBA 608</td>
<td>Industrial Marketing</td>
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<tr>
<td>MIBA 609</td>
<td>Sales and Distribution Management</td>
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<tr>
<td>MIBA 610</td>
<td>Marketing of Hi-Technology Products and Innovations</td>
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<tr>
<td>MIBA 611</td>
<td>New Product Development</td>
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<tr>
<td>MIBA 612</td>
<td>Digital &amp; Social Media Marketing</td>
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</table>
## ELECTIVE
### FINANCE AREA

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>Hard/Soft Core</th>
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</thead>
<tbody>
<tr>
<td>MIBA 621</td>
<td>Global Financial Markets &amp; Instruments</td>
<td>3</td>
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<tr>
<td>MIBA 622</td>
<td>Global Mergers and Acquisitions</td>
<td>3</td>
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<tr>
<td>MIBA 623</td>
<td>International Investment &amp; Portfolio Management</td>
<td>3</td>
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<tr>
<td>MIBA 624</td>
<td>Financial Services and Derivatives Management</td>
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<tr>
<td>MIBA 625</td>
<td>Global Asset Backed Securities</td>
<td>3</td>
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<tr>
<td>MIBA 626</td>
<td>Corporate Tax Planning and Management</td>
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<tr>
<td>MIBA 627</td>
<td>International Accounting</td>
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<tr>
<td>MIBA 628</td>
<td>Foreign Exchange Management</td>
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<tr>
<td>MIBA 629</td>
<td>Corporate Finance</td>
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<td>MIBA 630</td>
<td>International Taxation</td>
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<td>MIBA 631</td>
<td>International Banking</td>
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<td>Hard/Soft Core</td>
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<tr>
<td>MIBA 641</td>
<td>HR for Knowledge Based Organisations</td>
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<tr>
<td>MIBA 642</td>
<td>Global Leadership &amp;Skills Development</td>
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<td>MIBA 643</td>
<td>Technology for H R Value Creation and Management.</td>
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<td>MIBA 644</td>
<td>Global HRD</td>
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<tr>
<td>MIBA 645</td>
<td>Industrial Relations and Labour Legislations</td>
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<td>MIBA 646</td>
<td>Advanced Behavioural Science</td>
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<tr>
<td>MIBA 647</td>
<td>Performance Management Systems</td>
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<tr>
<td>MIBA 648</td>
<td>Organisation Development</td>
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<td>MIBA 649</td>
<td>Training and Development</td>
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<td>MIBA 650</td>
<td>HRD Score Card 2500</td>
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## ELECTIVE

**SYSTEMS AREA**

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<th>Course</th>
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<tr>
<td>MIBA 661</td>
<td>Enterprise Resource Planning</td>
<td>3</td>
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<tr>
<td>MIBA 662</td>
<td>Cyber Crimes and IT Laws</td>
<td>3</td>
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<tr>
<td>MIBA 663</td>
<td>Data Mining and Data Warehousing</td>
<td>3</td>
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<tr>
<td>MIBA 664</td>
<td>Software Project Management</td>
<td>3</td>
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<tr>
<td>MIBA 665</td>
<td>Cloud Computing &amp; Accounting</td>
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## ELECTIVE

**MSME**

<table>
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<tbody>
<tr>
<td>MIBA 671</td>
<td>Innovation and Startup Management</td>
<td>3</td>
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<tr>
<td>MIBA 672</td>
<td>Internationalization of MSME</td>
<td>3</td>
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<tr>
<td>MIBA 673</td>
<td>Perspectives on Start-ups and MSME</td>
<td>3</td>
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<tr>
<td>MIBA 674</td>
<td>Establishment, Accounting &amp; Taxation of MSME</td>
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</table>
## ELECTIVE OPERATIONS

<table>
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<tr>
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<tbody>
<tr>
<td>MIBA 681</td>
<td>Inventory Management &amp; Material Requirements Planning</td>
<td>3</td>
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<tr>
<td>MIBA 682</td>
<td>Modeling Techniques and IT for Operations Management</td>
<td>3</td>
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<tr>
<td>MIBA 683</td>
<td>World Class Manufacturing</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 684</td>
<td>Productivity Management</td>
<td>3</td>
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<td>MIBA 685</td>
<td>Quality Management</td>
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<td>MIBA 686</td>
<td>Advanced Operations Research</td>
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</table>
F I R S T  S E M E S T E R
# MIBA 411: FUNDAMENTALS OF INTERNATIONAL MANAGEMENT

## Objectives:
- To give comprehensive view on Management Process in the corporate world
- To understand the Global Management Practices and its nuances in an Globalized Business Environment
- To apply the suitable Global Management Practices in Domestic and MNCs operations

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>International Management: Evolution of International Business Operation - Relevance of International Management – Factors affecting International Management – Models of Comparative Management - Management practices in USA, Chine, European Union, Japan and Emerging Economies.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Global Management Strategy: Understanding global strategy- Diagnosing industry global potential- Managing global competitive dynamics- Leveraging resources and capabilities - Entering foreign markets- Making strategic alliances and networks work - Diversifying, acquiring, and restructuring- Strategizing with Corporate Social Responsibility.</td>
<td>09</td>
</tr>
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</table>

## Text Books:

## Reference Books:
### MIBA 412: ORGANIZATIONAL BEHAVIOUR

**Objectives:**
- To give a comprehensive view on the behavior of individuals and groups
- To know how groups and teams perform
- To know the overview of organizational developmental process

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nature, Conceptual Foundations and Importance of OB, Models of Organizational Behaviour, Management Challenges, Relationship with Other Fields.</td>
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</tr>
<tr>
<td>2</td>
<td>Individual Behaviour in Organization, Erick Erickson’s Psycho Social Model, Perception and Attribution: Application in Managerial Scenarios, Applications of Attitude and its Importance, Attitude Measurement, Managing Workforce Diversity, Theories of Personality, and Job Satisfaction. Learning: Concept and Theories of Learning, Theories of Learning, Motivation: Theories and Their Application, Principles, Theories, Employee Recognition,</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Dynamics of Organizational Behaviour - Leadership: Style and Theories of Leadership, Analysis of Interpersonal Relationship, Group Dynamics, Stages of Group Development, Understanding Work Teams, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management &amp; Emotional Intelligence in Contemporary Business Organization</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

**Reference Books:**
## MIBA 413: BUSINESS COMMUNICATION & NEGOTIATION SKILLS

### Objectives:
- To understand the communication process in an organization,
- To sharpen the communication skills both oral & written of the learner
- To understand the cross-cultural communication

<table>
<thead>
<tr>
<th>Units</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communication model. - relevance and types of managerial communication – communication barriers – ethical communication -- Professionalism in communication – team communication, meetings, listening, Non-Verbal communication, Workplace diversity and cross-cultural communication.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Planning Business messages, Analyzing the task, anticipating the audience, adapting the message- organizing and writing business messages patterns of organisation – use of tools such as mind maps- composing the message. Revising business messages- Revising for clarity, conciseness and readability-proof-reading and evaluating.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Workplace communication – Electronic messages and digital media- use of audio visuals, presentation (MS-PowerPoint, flash, moviemaker) and communication (SKYPE) software- positive messages- negative messages structure and patterns in communicating news- persuasive messages Developing a sales pitch.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Business reports basics- Audience analysis and report organization researching and illustrating report data- informal business reports- proposals and formal reports- Employment communication- Job search- resumes and cover letters- Interview and follow-up- Business etiquettes.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Introduction to negotiation – definition – meaning – parties involving in Negotiation - Procedures involved in Negotiation – mutual benefit in negotiation. - Negotiation and conflict resolution methods – sales presentation skills- overcoming stage fright- gaining and retaining attention- Developing Interactive Presentations Reports and proposals</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books
1. Mary Ellen Guffey, Business communication: Process and Product, 5e, South-western (Thomson Publishing), 2005
3. Penrose and Rasberry, Business communication for managers: An advanced approach, 5e, cengage Learning, 2007

### Reference Books:
## MIBA 414: ECONOMICS FOR MANAGERS

**Objectives:**
To help in managerial decision making in order to achieve desired economic goals. 
To think systematically while solving business issues and also to forecast the future. 
To enhance the ability to apply fundamental economic concepts to complex business realities.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction: Nature and Scope of Managerial Economics - Significance of Economics in Management – Objectives of a firm – Managerial economist’s role and responsibilities – Fundamental economic concepts.</td>
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</tr>
<tr>
<td>3</td>
<td>Production analysis: Factors of production - Production function – Law of variable proportion - Economies of scale – Law of Returns to scale. Cost analysis: Types of costs - Cost of production – Cost output relationship in the Short run and long run – their nature, shape and inter relationship – Break-even analysis – Managerial uses of Break even analysis.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

**Reference Books:**
## MIBA 415: ACCOUNTING AND FINANCE

**Objectives:**
- To acquaint the students with the fundamental principles of financial, Cost & Management Accounting.
- To enable the students to take decisions using management accounting tools.
- To expose the students to financial management for making efficient investment decisions.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>4</td>
<td>Nature and Scope of Finance – Finance Functions – Changing Role of Finance Manager – Objectives of Finance – Profit Maximization Vs Wealth Maximization – Major Financial Decision Making Areas – Sources of Funds – Short-Term &amp; Long-Term Funds.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
**MIBA 416 QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

**Objectives:**
To expose the students to various Statistical and Operations research tools for data analysis.
To enable the students to interpretation the results.
To facilitate them to take objective decisions based on the models.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Measures of Central Tendency: Arithmetic Mean, Weighted Arithmetic Mean, Mean, Median Mode – Measurement of Variance: Range, Quartile deviation, Average deviation, Standard deviation, Coefficient of variance – Probability: Concept and theorems, Binomial, Poisson and Normal distribution - Determinate of Confidence interval</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Hypotheses testing: Errors in testing – one tail &amp; two tail testing – one sample t test and two sample t tests – paired t test – F test – ANOVA: one way and two way.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Non-Parametric statistics: Sign test, Runs test – Chi Square test – Mann Whitney – Wilcoxin test – Krushal Wallis – Friedman tests – Spearman’s Rank Correlation.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Pearson Correlation and Regression analysis - Basics of Multivariate Analysis: Factor analysis – Cluster analysis – Discriminant Analysis – Multiple Regression – Multiple Analysis of variance.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Linear programming: Problem formation, Graphical Method, Simplex – Transportation: Basic feasibility solution, Optimization Methods - Assignment – Game Theory: Saddle point, Dominance and Mixed strategy.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
Objective:
To understand about various factors that are having impact on the functioning of business
To study the impact of International factors that influences the business
To know about the important bilateral and multi-lateral economic cooperation agreements

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Basics of International Business, Modes of entry in to International Business; Framework for analyzing international business environment; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Economic Environment-- International financial system, Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure, Management of exposures.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Political and legal environment - Legislature, Executive, Judiciary - Multinational Corporations: Conceptual Framework of MNCs - MNCs and Host and Home Country relations - Foreign investment flows and barriers. Ecological issues.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDean community, MERCOSUR.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:
1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi

Reference Books:
1. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler
2. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi
MIBA 418: FOREIGN LANGUAGE – FRENCH  
(SOFT CORE) (Basic level)

Eligibility for BASIC FRENCH -- 1
Candidates who do not have any knowledge in French may apply for admission to FRNC 001: BASIC FRENCH - 1.

Objectives: This course will present a comprehensive introduction to the basic structures and vocabulary of French

Expected Outcome: Enable students to acquire an ability to speak and understand simple conversational French. Both oral and written aspects of the language are presented, with special emphasis on oral skills.

<table>
<thead>
<tr>
<th>CONTENTS</th>
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</thead>
<tbody>
<tr>
<td><strong>Unit</strong></td>
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</tbody>
</table>
| 1 | Greeting and Usage  
Salutations  
Prononciation  
Vocabulaire  
Verbes avoir, être, aller  
Nombres cardinaux  
Présentation de soi  
Nationalités, Jours de la semaine, Mois de l’année  
Couleurs, Professions, Description d’une personne  
Savoir-Faire, Traduction | 09 |
| 2 | Grammaire  
| 3 | Composition  
Écriture d’une lettre, d’un dialogue, d’un paragraphe.  
Civilisation (La Francophonie, La France, les monuments, les lieux, etc.). | 09 |
| 4 | Expression orale  
Conversation, Présentation à l’oral.  
Lecture et savoir répondre aux questions correspondant aux textes.  
Compréhension d’un audio-visuel. | 09 |

Text Books

Mode of Evaluation: Mode of Evaluation: Mode of Evaluation for Continuous Internal Assessment (Weightage of Marks- 40): Two Class Tests, Two Written Assignments, and any
of these following components: Attendance/ Mini Projects / Seminars / Quizzes(announced and / or unannounced case analysis and case discussion / Term Paper Class Participation / Assessment of Class Notes etc.

**End-Semester Examination (Weightage of Marks – 60):** At the end of the Semester a three hour written examination will be conducted covering the entire syllabus.

---

**Book : ** *FESTIVAL 1, Méthode de Français*

<table>
<thead>
<tr>
<th>Chapters</th>
<th>To know how to</th>
<th>Grammar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chap. 1 : “Je m’appelle Elise, et vous ?”</td>
<td>Greetings, introducing yourself, How to welcome someone,</td>
<td>Present tense of <em>to be</em> and <em>to have</em>, the subject of a sentence, numbers</td>
</tr>
<tr>
<td>Chap. 2 : “Vous dansez ? D’accord”</td>
<td>Asking questions of one’s identity, introduce someone, giving an appreciation</td>
<td>Masc or Fem noun, adjectives, present tense of the 1st group, Construction of a sentence, the days of the weeks and the months, How to ask questions</td>
</tr>
<tr>
<td>Chap. 3 : “Monica, Yukiko et compagnie”</td>
<td>Expressing what you like and dislike. Asking information of someone</td>
<td>Negative form, singular and plural, Possessive adjectives</td>
</tr>
<tr>
<td>Chap. 4 : “Les voisins de Sophie”</td>
<td>Asking information of someone, describe someone, give suggestions, accept or refuse the proposition</td>
<td>The family, Demonstrative adjectives, Present tense of verbs of the 2nd and 3rd group</td>
</tr>
<tr>
<td>Chap. 5 : “Tu vas au Luxembourg?”</td>
<td>Invite someone, accept or refuse the invitation, being unable to accept the invite, how to congratulate and to speak over the phone, express the time</td>
<td>Future tense of all the groups, preposition <em>at</em>, Interrogative and exclamative adjectives, Adjectives in accordance with the noun</td>
</tr>
<tr>
<td>Chap. 6 : “Nous venons pour l’inscription”</td>
<td>Asking for information, giving information</td>
<td>Imperative tense</td>
</tr>
</tbody>
</table>

A part of civilization is done at the end of every Chapter.
Scheme of Examination for the BASIC FRENCH - 1

Odd or Even Semester:

Internal – 40 Marks
Each Candidate should take at least three out of a total of five tests given during the academic session.

Written Expression: 25 Marks
Functional grammar based on the prescribed Textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, Questions on civilization
Translation of simple passages into English and vice-versa

Oral Expression: 15 Marks
Reading of texts, general questions on civilization
Presenting someone or yourself

External – 60 Marks

End Semester Paper

Communicative Grammar, Text Comprehension and Written Expression
Functional grammar based on the prescribed Textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, questions on civilization
Translation of simple passages into English and vice-versa

SCHEME OF END SEMESTER EXAMINATION (MAJOR TEST)

Theory
1. The duration of the Exam will be 3 hours.
2. The Question Paper for this Theory Course consists of three Sections covering all the syllabus, comprehension of text, conjugation, grammar, précis-writing. These Sections will have a multiple choice of questions.
3. The Student is required to attempt a total of 60 marks questions.

Practical
The Student will be evaluated internally and orally through a Viva-Voce for the Unit IV of the Syllabus. It will carry 15 internal marks.
### MIBA 419: IT TOOLS AND TECHNIQUES FOR GLOBAL MANAGERS

#### Objectives:
To understand the critical role and applications of Information Systems Tools  
To enable the students with technological advancements  
To achieve operational excellence with the business tools and techniques

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Components of IS- IS Resources- Role of IS in Business- Trend in IS- Managerial Challenges of Information Technology- Competing with Information Technology(IT)- Strategic advantages of IT- The Value chain and Strategic IT- e-Business concepts and Critical factors for success</td>
<td>09</td>
</tr>
</tbody>
</table>

#### Text Books:

#### Reference Books:
SECOND SEMESTER
**MIBA 421: INTERNATIONAL MARKETING**

**Objectives:**
- To understand the basic concepts of Marketing
- To gain the knowledge of marketing management in the international perspective
- To develop marketing strategies for the dynamic international markets.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Concept of marketing - Evolution of marketing: From transaction-based to relationship marketing - Marketing research and Decision support systems. Market Segmentation, Targeting and Positioning.</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing - Barriers for International Marketing</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Distribution: Channel Management And Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management And Sales Promotion For Foreign Markets.</td>
<td>10</td>
</tr>
</tbody>
</table>

**Text Books:**
1. Philip Kotler, Marketing Management - The South Asian Perspective, Pearson Education
2. Warren J. Kegan: Global Marketing Management’ Pearson Education

**Reference Books:**
2. Ramasamy, Namakumari: Marketing Management, McMillan Publishers
**MIBA 422: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objectives:**
- To Understand the HRM Principle and Practices in the Domestic Context.
- To Adopt the best Practices of Global HRM and its application to the Domestic and MNCs operating in India.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>IHRM Challenges and Opportunities: Domestic and MNCs Perspectives – Managing Expatriation –Entry Level (Campus) Recruitment Women Expatriates – Risk Factors Associated with Expatriation – Special Provisions pertaining to Expatriate Labour Recruitment - Empanelment of Overseas Recruitment Agencies e-Migrate - Role of Indian Embassy - Staff Recruitment- Regions - MiddleEast, Africa and Asia Pacific- Repatriation -Process of repatriation, job related adjustments, organisational development.</td>
</tr>
<tr>
<td>4</td>
<td>IHRM Employer-Employee Relation in MNCs – Contemporary Issues and New Directions of Industrial Relation – Changing Dynamics of Employees Union in MNCs Management – Relevance and retunes of Labour Laws – Grievances Handling in MNCs -Managing Diversity - Learning Organisation – Adopting and Managing changes.</td>
</tr>
<tr>
<td>5</td>
<td>IHRM Strategies and Developments - Total quality in HRM - Scope of TQM - Comparison of Traditional and TQ HRM approaches - Barriers to TQHRM - HR project planning - Importance of computerized information system - Conflict management -IHRM Experiences of USA, UK, Japan and China.</td>
</tr>
</tbody>
</table>

**Text Books:**
2. Aswathappa k; SadhnaDash(2009) IHRM; Tata McGrawHill,

**Reference Books:**
3. Tony Edwards, Chrisrees: International Human Resource Management, Pearson,
4. Indrani Mutsuddi: Managing Human Resources in the Global Context, New age publishers,
# MIBA423-INTERNATIONAL FINANCIAL MANAGEMENT

**Objectives:**
The course provides an analytical framework of Financial Management
It enables how cross-border financing, valuation, risk management analysis
It analyses exchange rates, tax and legal issues and country risk.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Financial Management in a global perspective - IFM basic concept &amp; challenges – International monetary system - Overview of international financial markets (Bond markets, Equity markets, Forex Market)- International Flow of Funds- International Portfolio Investments</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Foreign Exchange Exposure and risk management- Exchange rate forecasting-volatility-Exposure types- Transaction Exposure, Translation exposure, Economic Exposure-Currency Derivatives-forward, futures &amp; options-usage in firms as hedging tool.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Financial management of the MNC: Multinational Capital Budgeting – subsidiary Vs parent-MNC capital budgeting inputs and calculations- Multinational cost of capital - capital structure-factors influencing decisions- Long-term and Short-term financing decisions- Cash Management.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
2. Allen Shapiro, Multi-National Financial Management, Prentice-Hall of India
**MIBA 424-RESEARCH METHODS FOR INTERNATIONAL BUSINESS**

**Objectives:**
- To Familiarize students with the techniques and tools of Business Research.
- To develop research report writing skills among students.
- To introduce them to software packages widely used in research analysis.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Over view of Research methodology: Meaning and purpose – Types of research: Exploratory, Analytical, Descriptive, Experimental and Case study.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Research Focus: Problem definition, Selection and formulation – Review of Literature – Delimitation of the scope of the study – Setting Objectives – Definition of the concepts – Formulation of hypothesis – Preparation of Research design – Field work and Data collection.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Data Collection: Primary and Secondary Data: Observation, Interview, Telephonic Interview, Questionnaire – Internal and External source of Secondary data – Construction of Interview schedule and Questionnaire – Pre testing and Pilot Study – Reliability and Validity tests – Processing and data analysis: Checking, Coding, transcription and tabulation of data – Report writing: Types of report, Contents of report, Styles and Conventions in report writing - Steps in drafting a report: Cover page, Introduction, Text, Bibliography and Appendix.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Data Analysis using Computers: Software Packages – Parametric and Non Parametric hypothesis testing – Correlation and Regression analysis – Time Series – Basic Multivariate analysis.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
1. Kerlinger Fred and Lee B Howard (1999), FOUNDATIONS OF BEHAVIORAL RESEARCH, S.Chand
## MIBA 425: GLOBAL PRODUCTION AND OPERATIONS MANAGEMENT

### Objectives
- To introduce the production Process and Planning Process
- To Familiarize the concepts of Operations
- To expose the students to various models and techniques

### Unit Description

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>System concept of production – Production system – Productivity – World class manufacturing- process planning and design- selection of process- value analysis/value engineering-make or buy decision- capacity planning and forecasting- Demand pattern- Forecasting model-selection of forecasting techniques-SMA-WMA-Simple exponential smoothing, Linear regression – Delphi method</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Facility location; factors influencing plant location-break even analysis-facility layout-basic formats-classification- process layout, Product layout and Group technology layout- advantages and limitation- systematic layout planning (SLP) – Concept of CRAFT, ALDEP, CORELAP- Assembly Line – Line balancing concept-Concept of mass production. Material management and inventory control – Components of material management- Purchase model with instantaneous replenishment and without shortage – Manufacturing model without shortage – Material handling system- unit load concept- material handling principle-classification of material handling equipments.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Aggregate sales and operation planning – Introduction – overview- Production planning environment. Material Requirement planning (MRP) - Product Structure/ Bill of material (BOM) – MRP System and overview- Production planning control- Planning phase-action phase- the control phase. Single machine scheduling (SMS); types of scheduling-concept of SMS- SPT rule to minimize mean flow time-minimizing weighted mean flow time –EDD rule to minimize maximum lateness-flow shop scheduling- Introduction to Johnson Problem – Extension of Johnson’s rule.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Maintenance - planning and control - Maintenance Objectives –Types – Basic reasons for replacement- reliability – reliability improvement- reliability calculations- Modern production management tools- JIT manufacturing - Introduction to Six sigma concepts- TQM- Lean manufacturing. -Kaizen.</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books:

### Reference Books:
MIBA 426: INTERNATIONAL ECONOMICS

Objectives:
To understand the complex and ever changing international economics to run the business successfully.
To introduce the basic international trade theories and policies.
To develop a framework for analysing opportunities and risks involved in the international trade.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>4</td>
<td>Balance of Payments – structure – uses – Disequilibrium in Balance of Payments and its adjustment mechanism – Significance of Balance of Payments data for an international trade.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>International transactions and Financial markets – Exchange Rate determination – Money, interest rate and exchange rate – Price level and exchange rate in the long run – Output and exchange rate in the short run – Fixed and floating exchange rates.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:

Reference Books:
MIBA 413: INTERNATIONAL BUSINESS LAW & ARBITRATION

Objectives:
- To expose the students to the legal and regulatory framework and their implications concerning global business operations.
- To have a better understanding of the functioning and objectives of various world organizations.
- To enable students as managers to create Reliable standard for companies to follow.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, anti-dumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Legal Framework Relating to: International Licensing; Franchising; Join Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Framework relating to Electronic Commerce – Intellectual Property Rights.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:

Reference Books:
# MIBA 426: BASIC FRENCH 2

## CONTENTS

<table>
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<th>Unit</th>
<th>Usage</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Usage</strong></td>
<td>Présentation de soi, Description d’une personne ou quelque chose</td>
<td>09</td>
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<tr>
<td></td>
<td></td>
<td>Demander et donner des informations</td>
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<td></td>
<td></td>
<td>Vocabulaire (de la gare, la maison, la circulation, du sport)</td>
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<tr>
<td></td>
<td></td>
<td>Savoir montrer son inquiétude et son appréciation</td>
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<td></td>
<td>Savoir exprimer l’interdiction et l’autorisation</td>
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<tr>
<td></td>
<td></td>
<td>Compréhension des dialogues</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Grammaire</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td><strong>Grammaire</strong></td>
<td>Verbes ER, IR et RE, Présent, Futur Simple, Impératif, Passé composé</td>
<td>09</td>
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<tr>
<td></td>
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<td>Construction des phrases avec un complément de lieu et de temps</td>
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<td></td>
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<td>Forme négative, Interrogation, verbe à l’infinitif</td>
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<td></td>
<td></td>
<td>Accord de l’adjectif, Préposition du lieu, Pronom COD et COI</td>
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<td></td>
<td></td>
<td>Expression de quantité, Adverbes de quantités</td>
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<tr>
<td></td>
<td></td>
<td>Articles partitifs, Pronom &quot;en&quot;, “le”, &quot;y&quot;, Adverbes, Condition « si »</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Composition</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td><strong>Composition</strong></td>
<td>Écriture d’une lettre, d’un dialogue, d’un paragraphe</td>
<td>09</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Civilisation (La Francophonie, La France, les monuments, les lieux, fêtes,</td>
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<tr>
<td></td>
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<td>le SNCF etc.)</td>
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<td></td>
<td></td>
<td>Parler de ses activités, Expression du temps, Traduction</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Conversation</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td><strong>Conversation</strong></td>
<td>Présentation à l’oral, Commentaire d’une photo</td>
<td>09</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lecture et savoir répondre aux questions correspondant aux textes</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expression de l’opinion, Compréhension d’un audio-visuel</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Practical</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td><strong>PRACTICAL</strong></td>
<td>The Student will be evaluated internally and orally through a Viva-Voce</td>
<td>09</td>
</tr>
<tr>
<td></td>
<td></td>
<td>for the Unit-IV of the Syllabus. It will carry 15 internal marks.</td>
<td></td>
</tr>
</tbody>
</table>

1. Book: *FESTIVAL 1, Méthode de Français*
<table>
<thead>
<tr>
<th>Chapters</th>
<th>To know how to</th>
<th>Grammar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chap. 7 : “À vélo, en train, en avion…”</td>
<td>Book tickets, ask and give information, describe someone or something, express one’s worry and appreciation, Speak about one’s activities</td>
<td>Present, future and imperative tenses, Negative form, singular and plural, Adjectives in accordance with the noun, How to ask questions, Express time</td>
</tr>
<tr>
<td>Chap. 8 : “Pardon Monsieur, le BHV, s’il vous plaît”</td>
<td>Give orders and directions, Prohibit and authorize or warn</td>
<td>Construction with infinitive form, Imperative tense, Obligation, prepositions referring to a place</td>
</tr>
<tr>
<td>Chap. 9 : “Au marché”</td>
<td>How to ask the price and bargain</td>
<td>Interrogation and Express quantity, Pronoun of direct object</td>
</tr>
<tr>
<td>Chap. 10 : “On déjeune ici”</td>
<td>Going to a restaurant and ordering what you like.</td>
<td>Pronoun of direct and indirect objects, Past tense, Express quantity, condition &quot;if&quot;, verbs: drink, eat, offer…</td>
</tr>
<tr>
<td>Chap. 11 : “On va chez ma copine”</td>
<td>How to invite someone, Asking information about someone</td>
<td>Possessive adjectives, Interrogative, Negative form</td>
</tr>
<tr>
<td>Chap. 12 : “Chez Susana”</td>
<td>Being invited and Visiting an apartment, offer to eat and drink, accept and refuse</td>
<td>Past tense, adverbs, Express quantity, indirect and direct pronouns,</td>
</tr>
<tr>
<td>Chap. 13 : “Qu’est-ce qu’on leur offrent?”</td>
<td>Give and ask for advise</td>
<td>Past tense, verbs do, can, want</td>
</tr>
</tbody>
</table>

A part of civilization is done at the end of every Chapter.
Scheme of Examination for BASIC FRENCH - 2

Odd or Even Semester:

Internal – 40 Marks (Written 25+ Oral 15)
Written Expression 25 Marks
Functional grammar based on the prescribed Textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, questions on civilization
Translation of simple passages into English and vice-versa

Oral Expression
Reading of texts, general questions on civilization
Oral expression - Conversation, Oral Presentation, Commentary on a picture
Reading and answering questions on the text
Expressing opinions and discussing issues of general interest
Speaking and listening skills

External – 60 Marks

End Semester Paper
Communicative Grammar I, Text Comprehension and Written Expression
Functional grammar based on the prescribed textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, questions on civilization
Translation of simple passages into English and vice-versa

SCHEME OF END SEMESTER EXAMINATION (MAJOR TEST)
Theory
1. The duration of the Exam will be 3 hours.
2. The Question Paper for this Theory Course consists of three Sections covering all the syllabus, comprehension of text, conjugation, Grammar, précis-writing. These Sections will have a multiple choice of questions.
3. The Student is required to attempt a total of 60 marks questions.
**MIBA403: CROSS CULTURAL MANAGEMENT**

**Objectives:**
To provide a thorough understanding of the impact of an international context on management practices based on culture.
To explain and evaluate frameworks for guiding cultural and managerial practice in international business.
To understand and appreciate the cultural and managerial practice in international business.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

**Reference Books:**
THIRD SEMESTER
# MIBA 511: INTERNATIONAL STRATEGIC MANAGEMENT

## Objectives:
To familiarize the concepts, tools and techniques of international strategic management.  
To enable the students to develop analytical skills.  
To enhance the ability to apply the concepts to solve various business problems.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic Management Concepts and Characteristics – Emergence of International Strategic Management (ISM) – importance of ISM - Strategic Management Process - Forces necessitating the adoption of ISM concept by MNC’s as well as Indian Companies.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Internal Environment Scanning – Resources, Capabilities, Core competencies – Significance of core competence concept in strategy making – Value Chain Analysis and its significance – Balanced Scorecard to link today’s action with tomorrow’s goals.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Setting Vision, Mission, goal and corporate objectives – External and Internal forces interacting with corporate objectives – Types of strategy - Stability strategy – Growth and diversification strategy – Mergers and acquisitions, retrenchment strategy - Portfolio models.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Conducting a global strategy analysis - Identifying strategic alternatives – Implementing corporate strategy – Strategic control and operational control – case studies.</td>
<td>09</td>
</tr>
</tbody>
</table>

## Text Books:

## Reference Books:
## MIBA 512: GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

**Objectives:**
- To understand the strategic role of logistics management
- To study the important modes of logistics operations
- To Know supply chain techniques in an international perspective.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Logistics Management: Concepts – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Supply chain: supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factors influencing distribution - Transportation decision in supply chain management</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

1. Vinod V. Sople, Logistics Management- The supply chain imperative, Pearson Education
3. S. Sudalaimuthu and S. Anthony Raj, Logistics Management for International Business, PHI

**Reference Books:**

MIBA 513: OVERSEAS PROJECT MANAGEMENT & ENTREPRENEURSHIP

Objectives:
To provide knowledge of entrepreneurship and provide necessary inputs for the creation of the new ventures
To equip students to handle Overseas Project Management effectively
To educate students to know about government support schemes and issues related to Entrepreneurship

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project Management: Project Initiation – understanding project management – project life cycle – systems theory and concepts of project management – organizational structures for project management – project selection – role of project manager – project planning – conflict – negotiation.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Project implementation: Budgeting and cost estimation – scheduling of projects – PERT – CPM – cost control in project management – project management information systems – project control.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>International project management – project auditing – project audit life cycle – project management selection – training – project termination - process of termination – project management in practice - project management in new millennium.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Small scale industries in India (role of state and central govt) SSI – NSIC – TCO – SIDCO – Industrial units – Role of government in Promoting Entrepreneurship. Problem and prospect of small scale industries – small scale industry sickness –remedial measures for industrial sickness.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:

Reference Books:
1. Project management by Harold kerzner.
2. P. Saravanavel, Entrepreneurial Development, Ess Pee Kay Publishing House
# MIBA 514: GLOBAL INSURANCE AND RISK MANAGEMENT

**Objectives:**
- To learn basic principles of insurance and risk management
- To Analyse the contemporary issues related to Global insurance
- To understand the Insurance provisions

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
</table>

**Text Books**
# MIBA 515: INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

## Objectives
- To understand India’s contribution in International Trade and Service
- To know the Export and Import Documents used in Global Trade
- To identify future opportunities and challenges of India’s Foreign Trade

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>International Trade:</strong> Need and importance of International Trade – Recent Trends in World Trade – Leading players – India’s Foreign Trade – Commodity composition and Destination – India’s position in World merchandise trade and services – India’s Foreign Trade Policy.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td><strong>Starting an Export Organisation:</strong> Starting an export firm – Selection of an export product – Market selection – Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td><strong>Export Documentation:</strong> Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents – E-Documents</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td><strong>Export Finance:</strong> Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td><strong>Import Procedure and Documentation:</strong> Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme –Import formalities for 100% EOUs and SEZs - Import Risk Management.</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books:
2. David Stewart (2008)” International Supply Chain Management”, Cengage publications,

### Reference Books:
FOURTH SEMESTER
**MIBA 502: GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE**

**Objectives:**
To sensitize the students to the issues pertaining to sustainable development and business ethics  
To enable development and business ethics  
To understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Business Ethics – Trans-cultural Human Values in Management Education – Relevance of Values in Management – Need for values in Global Change – Indian Perspective – Values for Global managers</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Corporate Governance – Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with chaining times – Corporate Governance for Market capitalism</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

**Reference Books:**
1. Chakraborty,S.K., Management by Values, Oxford University press  
2. Balasubramanian,R, Corporate Governance, IIM Bangalore  
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill  
4. Bhatia, S.K., Business Ethics and Corporate Governance  
ELECTIVE COURSES

- Marketing
- Finance
- Human Resource
- Systems
- MSME
- Operations
Marketing Electives
<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>Hard/Soft Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIBA 601</td>
<td>Global Buyer Behaviour</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 602</td>
<td>International Sales Promotion and Brand Management</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 603</td>
<td>Services Marketing</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 604</td>
<td>Retail Marketing</td>
<td>3</td>
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<tr>
<td>MIBA 605</td>
<td>International Marketing Research</td>
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<td>MIBA 606</td>
<td>Environmental Marketing</td>
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<tr>
<td>MIBA 607</td>
<td>Customer Relationship Management</td>
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<tr>
<td>MIBA 608</td>
<td>Industrial Marketing</td>
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<tr>
<td>MIBA 609</td>
<td>Sales and Distribution Management</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 610</td>
<td>Marketing of Hi-Technology Products and Innovations</td>
<td>3</td>
<td>100</td>
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<tr>
<td>MIBA 611</td>
<td>New Product Development</td>
<td>3</td>
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<tr>
<td>MIBA 612</td>
<td>Digital &amp; Social Media Marketing</td>
<td>3</td>
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</table>
### MIBA 601: GLOBAL BUYER BEHAVIOUR

**Objectives:**
- To understand the behaviour of the consumer
- To Know How the business organisations tackling the consumers in its environment.
- To Understand the Online Buyer Behaviour

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Consumers Behaviour – Approaches to the study of consumer behaviour – consumer impact on marketing strategy – consumer decisions – Nature of consumer behaviour – pitfalls of consumer behaviour – consumer research process – consumer research paradigms.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Consumer as Individuals – Consumer motivation – personality and consumer behaviour – consumer perception – consumer learning and memory – consumer attitude formation and change – communication and buyer behaviour – Online buyer behaviour – difficulties and challenges in predicting behaviour.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Consumers and culture – Understanding culture – social class – subcultures – cultural influences on consumer behaviour – family influences and opinion leadership.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Consumer decision process – Consumer decision process and problem recognition – opinion leadership – process – measurement – situation environment of opinion leadership – levels of consumer decision making – models of consumers decision making.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Organisation as consumers – Organisational buyer behaviour – organisational purchase process – decision process – organisational culture – regulation and marketing references to children – adults.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**
- 1. Consumer Behaviour, Michael R Simon

**Reference Books:**
## MIBA 602 INTERNATIONAL SALES PROMOTION AND BRAND MANAGEMENT

### Objectives:
- To Enable the students to know about the various types of sales promotion
- To Provide in-depth knowledge on advertising and its importance
- To Introduce the Concepts of Brand Management to students

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sales promotion – principles – types- consumer and trade promotions – objectives of SP – Types of SP – sales promotion strategies and practices – cross promotions – surrogate selling – measuring the effectiveness of sales promotions</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Brand concepts – Brand equity – Brand value – Brand loyalty – brand building strategies – brand building on the Web – online vs. off line brand building – global branding strategies.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Meaning and definition of Advertisement – classifications of advertisements – Types of advertisements – Advertising vs. marketing mix – Difference between advertising and other promotional measures – social &amp; Economical aspects of advertising – Ethics in advertisements.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Marketing communications – role of communications in marketing – integrated marketing communications – advertising budget – designing ad message – advertising objectives – DAGMAR approach – media planning and strategy – media evaluation.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Advertising agency – ad agencies in India – its role – relationship between client and agency – constructions of effective advertisements – types of media – media for advertising – campaign planning - creativity in advertising.</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books

### Reference Books:
1. Advertising & sales promotion by Kazmi & Batra (Excel books)
2. Brand Management by YLR Moorthy, vikas publishing 2010
## MIBA 603: SERVICES MARKETING

**Objectives:**
- To understand the unique characteristics of services Marketing
- To study about the services marketing strategy components
- To gain knowledge on application of marketing concept in select services.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Marketing of Services: Introduction – growth of service sector – the</td>
<td>09</td>
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<td></td>
<td>concept of service – characteristics of services – classification –</td>
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<td></td>
<td>designing the service – blue printing - building service aspirations –</td>
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<tr>
<td>2</td>
<td>Services Marketing Mix. The 7 P’s Product decisions – pricing decisions</td>
<td>09</td>
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<td></td>
<td>– pricing strategies and Tactics – promotion of services – Distribution of</td>
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<td></td>
<td>services - additional dimensions of service marketing – role of People –</td>
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<td></td>
<td>Physical evidence – Process.</td>
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<td>3</td>
<td>Effective Management of Services Marketing: Matching demand and supply</td>
<td>09</td>
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<td>through capacity planning – internal marketing of service – external Vs</td>
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<td></td>
<td>internal orientation of service strategy</td>
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<td>4</td>
<td>Application of Services Marketing:</td>
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<td></td>
<td>Marketing of Financial services</td>
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<td></td>
<td>Marketing of Health services</td>
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<td>Marketing of Hospitality services</td>
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<td>5</td>
<td>Marketing of Communication services</td>
<td>09</td>
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<td></td>
<td>Marketing of Educational services</td>
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<tr>
<td></td>
<td>Marketing of I.T Services</td>
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</tr>
</tbody>
</table>

**Text Books:**
1. Zeithml and Bitner: services Marketing, Mc Graw-Hill
3. Rao, KRM; Services Marketing, Pearson Education

**Reference Books:**
1. Zeithml,Parasuraman and Berry: Delivering quality service.
2. Gilmore: services marketing and management.
MIBA 604: RETAIL MARKETING

Objectives:
To introduce the basic concepts of retail management.
To learn various operational and administrative aspects of the growing Retailing.
To understand the recent developments and contemporary issues related with the Indian retail Industry.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>An overview of Retailing – Trends in retail marketing – Meaning and scope of Retail Marketing – Retail formats – organized and unorganized formats - different types of organized formats –product retailing vs. service retailing – Globalization and retail formats.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Retail store location and layout – location strategy – location criteria – interior and exterior design layout –store design - internal and external atmospherics- retail store Management planning – visual merchandising – space management – inventory management – vendor relationship – retail advertising and promotions.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Retail organization structure – recruitment, selection and training of retail personnel – retail sales force management – legal process to establish a retail store in India – license requirement – regulatory compliances – issues and challenges in India.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Information Technology (IT) application in retailing - Point of sale – back end IT applications – retail database – basic concepts, scope and role of Supply Chain Management (SCM) in retailing – planning and sourcing of supply chain operations – EDI – ERP – logistics planning – major drivers and problems regarding supply chain management.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>The internationalization process and reasons – Retail Internationalization theory – International retailers – regulation and economy – market selection and entry methods – future trends – contemporary issues and relevant case studies.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:

Reference Books:
1. Levy M (2008), “Retailing Management” Wiley India Private Ltd.,
5. James R Ogden R and Denis T Ogden T (2005), “Integrated Retail Management” Wiley India Pvt Ltd., (biztantra)
MIBA 605 - INTERNATIONAL MARKETING RESEARCH

Objectives:
To impart the different research techniques for marketing related problems
To Learn how to manage the product in the market
To Analyse Investigation methods

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>An introduction to Marketing Research: Introduction to MR – definitions – Classifications – Marketing research process – steps – research designs - types – data sources – Ethics of MR</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Instrument testing and Data Preparation: Types and Methods of Pre-testing – methods of post testing – Reliability and Validity tests – Processing and data analysis – Checking, Editing, Coding, transcription and tabulation of data – use of computers in data processing.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Application of Marketing Research: Environmental Scan – Price determination – New product research – Idea creation and concept development – Test marketing and Product life cycle and Product mix research – Advertising Research - Concept, Media and Effectiveness.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books
1. Marketing Research D.D. Sharma
2. R. Pannerselvam Research Methodology

Reference Books:
1. Malhotra: Marketing Research – An Applied Orientation
2. Green, Tull and Albaum: Research for Marketing decisions.
4. David A Aaker, V. Kumar and George S Day: Marketing Research
## MIBA 606 - ENVIRONMENTAL MARKETING

### Objectives:
The objective of this course is to impart knowledge on this area of environmental marketing
To equip and to meet the global consumer expectations
To Analyse the Environmental Ethics

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Environment-Pollution, cause, and remedy, Biodiversity, Environmentalism- Definition, concepts, its impact and relationship to businesses, need to study environment in the modern era, environment- an interdisciplinary approach, environmental ethics and industry, need for environmental marketing, case studies.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Environment and its relevance to marketing- ethical products, creating awareness about Green Products, Green Labeling of products, Standards-environment audit- Global environmental challenges. Environment conscious customer and consumer segment- identification, approach, creating an environmentally conscious consumer, case studies</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Environment- Developed and developing countries- Influence of Green Marketing on corporate social responsibility, marketing ethical products-challenges and opportunities, promoting green products- advertising on the green platform, Environmental marketing strategies- competitors, case studies</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Building Green Brands, transforming non-green organizations to green organizations- greening the organization structure- building green business-challenges. Product life cycle implications, regulation on environmental marketing and claims, the role of regulatory agencies, international organizations, standards, Clean Development Mechanism (CDM), guides for the use of environmental marketing claims, case studies</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>The influence of global environmental issues on international business, international marketing opportunities, Project- mini- project- Business process reengineering with the introduction of green technologies, developed and developing markets, environmental marketing of services, global carbon trading, case studies.</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books

### Reference Books:
### MIBA 607 - CUSTOMER RELATIONSHIP MANAGEMENT

**Objectives:**
- To Understand the shifting focus from Conquest Marketing to Relation Marketing.
- To Analysis of how to maintain relationships with the customers inorder to retain them.
- To help the students to Correlate the Customer Data Analysis

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Definitions - Concepts and Context of relationship Management – Evolution of CRM Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**
2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra

**Reference Books:**
1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India,
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier
MIBA 608: INDUSTRIAL MARKETING

Objectives:
To understand the dynamics of Industrial Markets
To learn about the influencing factors in Industrial Product decisions
To gain knowledge to formulate the strategies for Industrial Markets

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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<tbody>
<tr>
<td>5</td>
<td>Industrial Communication: Advertising, Personal Selling, Sales Promotion and Publicity. Developing Industrial Communication Programme. The role of Personal selling in Industrial Marketing. The importance of Sales Promotion or Business Promotion. The role of Public Relations in Industrial Marketing.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:

Reference Books:
2. Prof. P. K. Ghosh, Industrial Marketing, Oxford
### MIBA 609 –SALES AND DISTRIBUTION MANAGEMENT

**Objectives:**
- To give necessary inputs on sales concepts
- To present an overview on managing the personal selling and distribution activities.
- To provide an Analysis on the distribution systems

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>Size of the sales force, sales organization based on customer, sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Participants in the physical distribution function, the environment of physical Distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Product, Pricing and Promotion issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**
1. Futrell: Sales Management (Pearson Education)
2. Kapoor and Kansal: Basics of Distribution Management – A logistical approach (Prentice-Hall India)

**Reference Books:**
1) Johnson, Kurtz and Scheuing : Sales Management (Mc Graw-Hill)
2) Rosenbloom: Marketing Channels – a management view (Dryden Press)
# MIBA 610: MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS

## Objectives:
- To learn the conceptual framework behind the Marketing of High – Tech Products
- To understand the concept of Advertising in High – Tech markets, Distribution Channel
- To enable students to adapt with the highly volatile Marketing conditions due to advancements of technology and Innovation

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Defining High Technology – A Supply Chain Perspective on Technology – A Continuum of Innovations – Marketing Need for High-Technology Products and Innovations - Realizing the Promise of Technology: Societal, Ethical, and Regulatory Considerations - The Paradoxes of Technology and Unintended Consequences –</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>E-Business, E-Commerce and the Internet - Lessons from the Dotcom Boom and Bust – Effective Website Design and Management – Consumer Behavior and the Internet – E-Business and Organizational (Business) Behavior</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Distribution Channels and Supply Chain Management in High-Tech Markets - Issue in Distribution Channel Design and Management Channel Considerations in High-Tech Markets – Adding New Channels: The Internet – Expanding the view: From Distribution Channels to Supply Chains. Ethical Controversies Surrounding Technological Advances – Social Responsibility and Business Decisions</td>
<td>09</td>
</tr>
</tbody>
</table>

## Text Books:

## Reference Books:
1. Geoffery A. Moore, Crossing the Chasm, Marketing and selling High-Tech Products to Mainstream Customers, Harper Business
MIBA 611: NEW PRODUCT DEVELOPMENT

Objectives:
To gain practical, real world experience in the application of the concepts, strategies, process, tools and techniques.
To learn how to develop and implement a new product or service to an existing and potential target market.
To help the student to prepare a Business Plan for a new product or service.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Definition - Types of products – Product development - Factors contributing to New Product Development - New product development process – product life cycle in theory and practice - Invention Vs Innovation – Diffusion of innovation Theory.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Strategic Planning for New Product - Sources of new product ideas - Generation of ideas - Criteria for screening – understanding customer needs – need assessment based on secondary and primary research - Concept generation and evaluation – selection, screening, scoring - Concept cycle - concept testing – purpose and procedure.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Business Analysis – Purpose, Stages of Business analysis - Market potential and Demand - Estimating first time sales - Replacement Sales - Repeat Sales - Estimating costs, Sales and Profit – Business plan preparation.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Product testing - Test Marketing, its advantages and disadvantages - Test marketing strategies - Launch cycle - Managing Growth and Maturity - Commercialization.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Defining Intellectual Property and Patents – Patent application – ownership and transfer of patent – infringements - The future of New Product management – Contemporary issues and case studies.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:

Reference Books:
# MIBA 612: DIGITAL AND SOCIAL MEDIA MARKETING

**Objectives:**
- To understand the latest trends, technologies used in social media marketing.
- To provide knowledge on digital and social media marketing.
- To enable the students to design the social media content for marketing, brand-building and customer support.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Digital marketing – meaning - overview – significance of digital marketing - Opportunities and risks – Digital advertisements and marketing theories – practices in digital marketing.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Social and Search Engine advertising – Social listening - planning, targeting and budgeting – generate leads and aggregate audience on social media – trends in mobile social media - search engine optimization.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Content marketing – content marketing in the digital era – user generated content – attract and convert, earn trust through content marketing - structuring social campaigns and daily content.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>E-payments and security – e-payment system – different types of payment modes – protocols – micro payments system – pay per click - internet and network security – ethical and legal issues.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

**Reference Books:**
Finance Electives
<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>Hard/Soft Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIBA 621</td>
<td>Global Financial Markets &amp; Instruments</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 622</td>
<td>Global Mergers and Acquisitions</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 623</td>
<td>International Investment &amp; Portfolio Mgt.</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 624</td>
<td>Financial Services and Derivatives Mgt.</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 625</td>
<td>Global Asset Backed Securities</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 626</td>
<td>Corporate Tax Planning and Management</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 627</td>
<td>International Accounting</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 628</td>
<td>Forex Management</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 629</td>
<td>Corporate Finance</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 630</td>
<td>International Taxation</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 631</td>
<td>International Banking</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
</tbody>
</table>
### MIBA 621: GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

**Objectives:**
- To impart the fundamental knowledge about the global financial markets
- To introduce the Strategies adopted by the financial markets to students
- To Understand Regional cooperation of various bodies

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
</table>

**Reference Books:**

# MIBA 622 - GLOBAL MERGERS AND ACQUISITIONS

**Objectives:**
To provide a broad overview of corporate Mergers and Acquisitions;
To understand the conceptual framework and a review of the empirical evidences;
To analyze the financial, strategic, economic and managerial perspectives on Mergers

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Recent Trends and Developments in Global M&amp;A Practices - Discussions by Students of Recent National and International Case Analysis of Corporate Restructuring and M&amp;A Activities</td>
<td>09</td>
</tr>
</tbody>
</table>

**Reference Books:**
**MIBA 623: INTERNATIONAL INVESTMENT AND PORTFOLIO MANAGEMENT**

**Objectives:**
- To expose the students to various theories of investment,
- To know different approaches of investments
- To analyse individual securities and management of a portfolio in the international context

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
</table>

**Text Books**

**Reference Books:**
**MIBA 624: FINANCIAL SERVICES & DERIVATIVES MANAGEMENT**

**Objectives:**
- To help students to know about various types of business financial services
- To overview the functions of Regulatory authorities like SEBI in India
- To know the concepts of Derivatives market and Hedging

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Financial Services— Services Management – Characteristics -  Fund Based and Non-Fund Based Financial Services –Innovative Financial Instruments and Products - Contemporary developments in the field of Financial Services.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Leasing: Concept – Types – Lease Agreements – Accounting and Legal aspects – Lease Evaluation – Potentiality of Leasing as a means of corporate financing – Future of Leasing industry.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
1. Avadhani, Marketing of Financial Services
# MIBA 625 -GLOBAL ASSET BACKED SECURITIES

## Objectives:
- To emphasize the significance of Asset Based securities
- To Understand the concepts of Asset backed Securities & Securitization in global perspective
- To introduce the concepts of Mortgage based Securities and Asset backed financing.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Asset Based security Market - Asset securitization - Growth and changing character of the market - Contrast with traditional asset-based financing - Contrast with home mortgage securitization</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>The Securitization Process- Before the deal: suitability of assets, originator/servicer, &amp; investors - The process: Typical structure and cash flows - Collateralized bonds, pass-through and pay-through securities - Legal structures for asset securitization.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>CLOs and CBOs - Cash flow vs market value structures - Participation vs assignment of assets - Synthetic structures - Risk Assessment and Credit Enhancement - Sources of risk - Pool default risk - Seller/originator risk - Servicer performance risk - Swap counterparty risk - Legal risks - Sovereign risk - Non-credit risks - Prepayment and market risk, Techniques of risk reduction - Credit risk management - Overcollateralization and excess servicing - Senior-subordinated structures - Financial guarantees - Financial guarantors.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>The Investor's Viewpoint: Advantages and Disadvantages of Different Structures Comparison with conventional bonds - Comparison of major structures of ABS - Spread analysis - Comparison of risks and returns on security classes within particular ABS deals - Liquidity considerations - Discussion of investor motivations - Reasons behind investors buying asset-backed securities - Understanding The Rating Process</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>The Issuer's Viewpoint: Cost-Benefit Analysis - Securitization in the context of corporate financing choices - The economics of off-balance-sheet financing - Performing a financial cost-benefit analysis for an originator - Servicer profitability analysis - Importance of retaining lines and other liquidity sources - Reason behind companies financing with asset-backed securities.</td>
<td>09</td>
</tr>
<tr>
<td></td>
<td>Mortgage-Backed Securities - Home and commercial mortgage securitization - Measuring and managing prepayment risk - Other Asset Classes - Auto loan securitization - Credit card securitization - Equipment lease securitization - Asset-backed commercial paper - Asset-Backed Financing: Applications in Future-Flow Securitization and Securitization of Intangibles - Future-flow securitization: explanation and applications - Securitization of intangibles: explanation and applications</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books
1. Asset-Backed Securities, Anand K. Bhattacharya (Editor), Frank J. Fabozzi (Editor), Wiley Publications

### Reference Books:
1. Investing in Asset-Backed Securities, Frank J. Fabozzi (Editor), Wiley Publications.
**MIBA 626: CORPORATE TAX PLANNING AND MANAGEMENT**

Objectives:
To know about Tax Planning, Tax Procedures and Management
To learn about Tax Consideration in specified managerial decisions, Capital structure and dividend policy

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction of direct tax-Income tax act1961-Direct tax code-Gross Total income - Total income--Residential status and Tax incidence - Incomes exempt from tax-</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Basic Concept of tax planning: Tax Management: Tax avoidance and tax evasions:tax planning vs Tax management-Tax evasion vs Tax avoidance-Tax payments</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Taxation of Companies: Computation of Profits and Gains of Business or Profession - Deductions available to company - Carry forward and set-off of losses in case of certain companies - MAT-Dividend Distribution Tax-Tax on undistributed profits of domestic companies.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Tax Consideration in specified managerial decisions, Capital structure and dividend policy - make or buy, own or lease, retain or replace, export or domestic sales, shut down or continue, purchase by installment or hire, Expand or Reduce the size of business.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Tax consideration in special areas - Foreign collaboration agreements, Mergers, Amalgamation, Reconstructions and Acquisitions - New Industrial undertakings and tax relief’s.Tax incentives to the exporters.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
MIBA 627: INTERNATIONAL ACCOUNTING

**Objectives:**
To make the students understand the concept and nuances of international accounting
To help students to know the standards and practices for international business firms
To know the importance of financial reporting in international environment.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Objective of International Financial Reporting – Concept International Accounting Practices, introduction to inter corporate investments – inter company transaction – Global Joint Venture Accounting, Foreign Currency Translation accounting</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Financial instruments – Presentationand disclosure – Convertible securities – recognition and measurement of financial instruments – comprehensive income – settlement Date Vs Trade Date Accounting.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Inter corporate investment – Temporary and Portfolio investments – Business combination and reporting methods – consolidation procedures – Financial statement6s disclosure.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Global mergers &amp; acquisitons accounting – consolidating wholly, non wholly owned subsidiary under equity and cost recording – Inteer company revenue, expenses &amp; inter company profile profit &amp; expenses</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Financial reporting in an international environment – Integrated Vs Self Sustaining foreign subsidiary – GAAP for public sector organisations.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
MIBA 628: FOREIGN EXCHANGE MANAGEMENT

Objectives:
To understand concepts and techniques of foreign exchange
To deals with foreign exchange contracts and managing the exchange risk
To make students career in foreign exchange and control

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Forward Exchange Contracts – Factors that Determine Forward Margins – Calculation of Fixed Forward Rates and Option forward Rates – Forward Exchange Rates Based on Cross Rates – Execution of Forward Contract – Cancellation/Extension of Forward Contract – Inter Bank Deals (Theoretical Aspects only)</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Exchange Risk and Management: Transaction Exposure – Translation Exposure and Economic Exposure Management of Risk Exposure (netting, Marketing, leading and lagging) – Assets and Liabilities Management and techniques - Currency Futures and Option Contracts – Financial Swaps – Forward Rate Agreement – Interest Rate Options.</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books

Reference Books:
**MIBA 629: CORPORATE FINANCE**

**Objectives:**
To introduce the concepts of Corporate finance as they apply in today’s global world.
To combine the existing skills of finance with fundamental issues of Managerial Finance
To understand Financial implications of a financial statement

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Introduction:</strong> Meaning and Functions of Corporate Finance – Financial Forecasting and Profit Planning – Forecasting Financial Requirements – Estimating External Fund Requirements</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td><strong>Basic Concepts of Corporate Finance:</strong> Time Value of Money – Cost of Capital – Capital Structure – Financial Decision making – Dividend Policies.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td><strong>Capital Expenditure Planning:</strong> Meaning – Methods; Capital Rationing – Types and Causes – Single Period and Multi period Capital Rationing Sensitivity Analysis – Replacement Decisions and Capital Rationing Evaluation of Risky Investments</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td><strong>Valuation of Firms:</strong> Factors affecting Firms’ Value – Different approaches to Value Determination – Valuation of Bonds, Preferred Stock and Common Stock. <strong>Mergers, Consolidation and other Forms of Combination:</strong> Meaning – Forms – Techniques of Combination – Process of Combination – Reasons for Combination – Financial Consideration in Combination.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td><strong>Project Appraisal:</strong> Project Indetification – Planning – Control – Aspects of Appraisal – Economic, Technical, Financial and market Appraisal – Vertical Integration – Diversification.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**

**Reference Books:**
## MIBA 630: INTERNATIONAL TAXATION

### Objectives:
- To provide an overview of international tax concept, issues, planning opportunities and risks
- To raise the awareness of students concerning Cross-border business and transactions.
- To learn about the concepts of International Transfer Pricing

<table>
<thead>
<tr>
<th>Unit</th>
<th>Chapter</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction–Global business and International Taxation, the rise of business taxation, Taxing resident on Income from all sources, taxing the profits of a business establishment – GST and its effect on International Taxation</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>The Companies against International Double Taxation-National and International Taxation, Origin of Model Tax treaties- The Tax Treaty System-Post war development of the Bilateral Treaty Network, The role International Organizations-. Taxation avoidance treaty and Double Taxation – Tax Heavens.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>International Tax Avoidance-The Legal Regulation of Economic Relations, Taxation of Revenue and Opportunities for Avoidance, Tax planning, International Investment and Tax Avoidance. –Multinational Transfer Pricing–Objectives of transfer pricing, Transfer pricing methodology, transfer pricing &amp; government relations, transfer prices in theory and practice.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>The Internationalization of Tax Administration-The development of Tax administrative co-operation, Information exchange under Tax Treaties, Simultaneous Examination and Co-operation in Assessment, Co-ordinating Treaty Interpretation and Application, Assistance in Collection.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Multinational Transfer Pricing–Objectives of transfer pricing – selecting a transfer price – internal revenue code and transfer pricing</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books:

### Reference Books:
MIBA 631: INTERNATIONAL BANKING

Objectives:
To provide the students with a sound grasp of the practices of modern international banking
To understand the central theme and issues of International Banking
To learn the practices of Financial Institutions and centres.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>International Payment Instruments – Letter of Credit Mechanism and Uniform Customs and Practice for Documentary Credits / URC / URR Buyers/Sellers credit – S.W.I.F.T – Offshore Banking Units – Special Economic Zones</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>International Financial Centers – International Banking Department – Investment Banking – Correspondent Banking – Relationship Banking – Financing International Trade – Bank Regulation and Prudential Supervision of banks in the USA, UK and EU. International regulatory and supervisory convergence.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Risk Management in International Banking – Forex Risk – Implications and Effectiveness of Country Risk – Asset/Liability Management – Bilateral and Counter Trade – Approaches to Risk Management in International Banking</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books
1. Fundamentals of International Banking Rupnarayan Bose Macmillan India Ltd. 2007

Reference Books:
Human Resource Electives
<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>Hard/Soft Core</th>
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<tbody>
<tr>
<td>MIBA 641</td>
<td>HR for Knowledge Based Organisations</td>
<td>3</td>
<td>100</td>
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</tr>
<tr>
<td>MIBA 642</td>
<td>Global Leadership &amp; Skills Development</td>
<td>3</td>
<td>100</td>
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</tr>
<tr>
<td>MIBA 643</td>
<td>Technology for HR Value Creation and Management.</td>
<td>3</td>
<td>100</td>
<td>H</td>
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<tr>
<td>MIBA 644</td>
<td>Global Human Resource Development</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 645</td>
<td>Industrial Relations and Labour Legislations</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 646</td>
<td>Advanced Behavioural Science</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 647</td>
<td>Performance Management Systems</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 648</td>
<td>Organisation Development</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 649</td>
<td>Training and Development</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 650</td>
<td>HRD Score Card 2500</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 651</td>
<td>Human Resource Accounting</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
</tbody>
</table>
**MIBA 641 HR FOR KNOWLEDGE BASED ORGANIZATIONS**

**Objectives:**
To understand the challenges of knowledge based organization (KPO) and HR interventions to manage the organization
To appreciate the values of autonomy, accountability and acknowledgement in the organization
To know the significance of ICT in HR practices

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Changing dimensions of the work concept – Nature of works and practices of working hours – Employees Life in knowledge based organizations – Operational mechanisms of KPOs – Dimensions of HRM in KBOs – New Roles and Challenges for HRM in the KBO.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Managing knowledge for organizational effectiveness – Process and Methods - Concept of Intellectual Capital and Learning Orientation in the Organizations – Knowledge and Role related issues – Performance appraisal in a KBO</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Managing knowledge and Health of Human Resource and Organization – Now work rules and Change of Mental makeup of the Employees – Employees attrition and Stress Management – Rewarding knowledge – Management of Retention and KBO. Employee Engagement' Initiatives, Work from Home Concepts (Short Term and Long Term) and Certain Special Provisions to Women Workforce, ERP, SAP, Oracle, PeopleSoft and Xpedien and so on at appropriate slots.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Management of leisure in KBO – HR and comprehensive recreation retention practices – Online Assessment of Employees changing pattern of attitude and behavioural components - Comprehensive Case Study on HRM in a KBO – Collection and Complication of the material by the participants under the guidance of the Resource Person</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**
1. Frances Horibe, Managing Knowledge Workers, John Wiley and Sons

**Reference Books:**
MIBA 642: GLOBAL LEADERSHIP AND SKILLS DEVELOPMENT

**Objectives:**
To provide a thorough understanding of the concepts of leadership styles and theories.
To familiarise how leadership models work in different scenarios.
To understand and appreciate how as a manager they can apply different models of leadership.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The difference between leadership and management, Evolution of leadership theories, Attributes of Effective Leaders - Leadership Styles -, Leadership Skills and Tactics, Leadership skills and tactics- Developing Leadership Pipeline Psychometrics and Assessment Centers - Development Centers at appropriate places.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Global Business Strategies and Competition Principles of Enduring Success, Leading a Learning Organization, Leaders as a Designer, Coaching a Leader, Developing next generation leaders from global perspective,</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Leadership studies and current trends in the development of global leader, Selecting the Right Transition Strategy, Zeitgeist Leadership, Level 5 Leadership application in MNC and transformation of employees attitude,</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Organizational Efforts in creating global awareness for development of their managerial personnel as global leaders. Leadership Challenges, Managing diversity Strategies to teach the team to lead change,</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Implementing Change, Creating the capabilities to cope with disruptive innovation, Designing Training Module for different levels.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

**Reference Books:**
## Objectives:
- To provide an understanding about the use of technology for effective management of human resource
- To learn about the Human Resource Information system
- To know about the new mandates for Human Resource

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Evolution of Technology in HR - Values &amp; skills – Value system of Japan, China and America- Indian Value system – Science &amp; Technology Vs Ethics &amp; Morals</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Human Resource Function and Technology – Personnel policies – and procedures and the utility of Technology to ensure efficiency to the organization – Designing and Development of human resource data recording and information giving systems – performance employee rewards, payment, training, job satisfaction and other aspects of HRIS – Limitations of HRIS</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Technology, Society and Management – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables Which effect Organization Relations.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>New mandate for HR – Value Creation in the Mind of Stakeholders – Comprehensive Case Studies and Field Visits – Presentation - Report writing - IT Laws, Cases</td>
<td>09</td>
</tr>
</tbody>
</table>

## Reference Books:
1. Organizational Dynamics
2. Management by Values – K. Chakraborty
3. Public Personnel Management
4. Harvard Business Review
# MIBA 644 - GLOBAL HRD

**Objectives:**
- To familiarize students with the need of HRD in changing pattern of organizational requirements
- To understand the linkage of HRD practice in planned change and development of organizations.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HRD objectives and philosophy – HRD Climate and process- HRD practices in India, USA &amp; Europe- Managing Joint Venture Business Organizations (JVs), Cross-Country Cultural Issues, Awareness of Emigration Checks and Immigration Modalities of various Countries</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Observing and Assessing HRD needs, Planning and Designing HRD Needs, Action from Global Perspective: Bringing Learning to life, Theory of experimental learning, Strategies adopted to Design and develop performance support</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies- Competencies / Expertise and certain Unique Skills of various Nationalities</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model-Global Restrictions on certain Countries by the hiring Country, etc...to be incorporated in appropriate slots</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Book:**
1. Richard A Swanson , Foundations of Human Resource Development, Pearson Publisher

**Reference Books:**
1. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
2. Nedlar, Corporate HRD PracticeAmerican Society for Training and Development – Publications
MIBA 645: INDUSTRIAL RELATIONS & LABOUR LEGISLATIONS

Objectives:
To promote a critical understanding of substantive and procedural labour laws.
To develop skills in handling legal issues in industrial relations and other labour matters.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>History of IR - Understanding /Appreciating IR/Employee Relations - Approaches of IR - Theories of IR/Perspectives of IR - IR in globalised economy - Managing IR Changes - IR and Productivity - Technology and IR - Effective Communication Systems and IR Management. IR Trends, Trade Unions in IT and Layoffs in IT,</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Workers Participation in Management: Evolutions, objectives of WPM - WPM in India - Comparative Study of WPM in Global content - Employee Counseling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development &amp; Worker participation.</td>
<td>09</td>
</tr>
</tbody>
</table>

Reference Books:
# MIBA 646 - ADVANCED BEHAVIOURAL SCIENCE

**Objectives:**
- To study the behavior of individuals and groups from a global perspective.
- To find the importance of culture and its relation to organizations.
- To understand the concept, nature, and issues involved in cross cultural practices of organizations.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of International Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Managing International Organizational Behaviour</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Culture and its Relation to Organizational Behavior, Implication for Managers, Ethics – Four perspective of Ethics – Relativism and Universalism, Social Responsibility of Corporations, Communication – Cross Cultural Communication, Barriers to Cross Cross-Cultural Communications. Implications for Managers</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**
1. International Organizational behavior – Anne Marie, Pearson Publishers
2. International organizational Behavior – Adler, Pearson Publishers

**Reference Books**
MIBA 647: PERFORMANCE MANAGEMENT SYSTEM

Objectives:
To provide a thorough understanding of the different performance appraisal systems from Global perspective.
To explain and evaluate frameworks for developing performance management system.
To understand and appreciate and design a PMS model

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Vision &amp; Mission, Goal Setting, SMART Objectives, Competency Mapping, Gap Analysis (Both Competency and Performance) and PIPs (Performance Improvement Plans). Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC, Linking of performance management and strategic planning in an organization</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Designing performance tools according to international business standards, methods of measuring performance in MNCs, Measuring results and behaviors, - BARS from global perspectives. Skills required &amp; the role of the appraiser in a MNC,</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Personal Development plans, Appraisal and its application in US Europe and Asia. performance management &amp; reward systems in MNC: performance linked remuneration system, performance linked career planning &amp; promotion policy, Performance Counseling and Problem Solving from global perspective</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Need for performance counseling,. Strategies to counsel employees in United States Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by liking organizations vision. Strategies adopted by GE in transforming employees.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Performance Management and Motivation from Global scenario – Application of Expectancy model, Reward and Recognition from global perspective, Challenges of implementing PMS in MNC. Developing of Performance management model</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:
1. Rajasekhar Kandepu, Bhagirath V. Shanbhag (2017) Performance @ Results, Himalaya Publishing House

Reference Books:
# MIBA 648: ORGANIZATION DEVELOPMENT

## Objectives:
- To provide a thorough understanding of the impact of Organizational Development.
- To familiarise with OD interventions.
- To understand and apply the OD intervention tools.

## Contents

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<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Conceptual framework of OD, Managerial Grid, Belbin Model and other Models of Team Building, CFTs, (Cross-Functional Teams), HPTs (High Performance Teams), Gallup Surveys, WCA (Working Climate Analysis), WLB (Work Life Balance), OHS (Organizational Health Surveys) and ESS (Employee Satisfaction Surveys) Empowerment, Teams and teamwork, Parallel learning structures,</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Human process interventions (individual, group and inter-group human relations)</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. Inter-group based: Organization mirroring, third party peace making, interventions, partnering,</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>The changing environment, Fundamental strengths of OD. Implications of OD for the client, ethical standards in OD, OD’s future, OD Consultant’s role, issues in consultant-client relationship, Power, Politics &amp; OD. Designing OD model</td>
<td>09</td>
</tr>
</tbody>
</table>

## Text Books:

## Reference Books:
# MIBA 649: TRAINING AND DEVELOPMENT

## Objectives:
- To provide a thorough understanding of the impact of an Training and development on Organizational and employee development.
- To explain and evaluate how to identify training needs linking performance appraisal.
- To understand and appreciate and develop training models

## Contents

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Function wise / Skill wise. Training In-House Infrastructure, External Training and Academic Affiliations for MDPs for focused Learning of Courses in developing Leadership Pipeline. Training Budget Theories of learning- reinforcement theory – social learning theory – andragogy – resistance to training Technology in training</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Steps in training – identification of job competencies in MNC – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Designing of training programs in MNC, Trainer identification for Expatriate – methods and techniques of training – designing a training module (cross cultural – leadership – training the trainer – change) – management development program for global managers – budgeting of training.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Evaluation of Training Program - KirkPatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training at Global Level</td>
<td>09</td>
</tr>
</tbody>
</table>

## Text Books:
1. Raymond Noe. Training and Development.

## Reference Books:
**MIBA650 : HRD Score Card 2500**

**Objectives:**
To provide a thorough understanding of the HRD Score Card 2500 for an Organizational Development  
To familiarise and enable how to use HRD Score Card 2500.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to HRD Audit &amp; HRD Score Card – Need for HR Audit – HRD System &amp; Strategies, Indepth Audit of HRD System – Competency mapping, Manpower Planning Audit, Organizational Intervention, 360 Degree Feedback and Leadership Development -HR Analytics</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>HRD Competencies – Competencies of HRD Staff, learning Attitude of Line Managers, Top Management Styles, learning orientation for Non Supervisory Staff, Credibility of HR Department, Final Competencies Score</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>HRD Culture and Values – Rationale for Assessment System, Organizational Culture and Total HRD Culture Scores, HRD Impact and Alignment – Impact of HRD, conversion Table and Dimensions</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>HRD Audit Instruments – Designing of HRD audit questionnaire, Type of analysis HR Budget, Workforce Turnover, Re-hiring Cost Impacts due to Attrition</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>HRD Scoring – HRD System and Strategies, HRD Competencies, HRD Culture and Values and HRD Impact and alignment Incremental Equations to Business Turnovers and Profit Margins.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**
Systems Electives
<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>Hard/Soft Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIBA 661</td>
<td>Enterprise Resource Planning</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 662</td>
<td>Cyber Crimes and IT Laws</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 663</td>
<td>Data Mining and Data Warehousing</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 664</td>
<td>Software Project Management</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 665</td>
<td>Cloud Computing &amp; Accounting</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
</tbody>
</table>
### MIBA 661: ENTERPRISE RESOURCE PLANNING

**Objectives:**
- To make the students to participate in planning and implementation of advanced enterprise wide systems and technologies in their career.
- To grasp the activities of ERP project management cycle.
- To understand the emerging trends in ERP developments

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enterprise resource planning – Evolution of ERP, MRP – problems of systems islands – need for system integration and interface</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>ERP – Packages – products and market opportunities – problems of ERP selection and implementation – identifying ERP benefits.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>ERP process – implementation – managing changes in IT organisations – preparing IT infrastructure – measuring benefits of ERP. Modules of ERP.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>The emergence of reengineering concepts – concepts of business process – rethinking of processes – identification of reengineering needs – preparing for reengineering. Implementing change.</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**
2. E-commerce strategy, technologies and applications by David Whitley.
# MIBA 662: CYBER CRIMES AND IT LAWS

## Objectives:
- To impart the different emerging laws in related to IT and cyber-criminal procedure for solving the problem.
- To understand basics of IT laws for business management.
- To be aware of recent trends in cybercrime management.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Understanding how cyber criminals work - Web hacking – Fundamentals of cyber laws – Email hacking – Spoofing attacks</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Basic Forensic Principles – Forensic Imaging &amp; Verification – Data Recovery and Analysis.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Cyber Sabotage case – Online Financial Fraud – Tracking the author of malicious code – Tracking a terrorist – Online Lottery Fraud</td>
<td>09</td>
</tr>
</tbody>
</table>

### Reference Books:
2. Publication of cyber criminal’s act by GOI.
3. Websites related to cybercrimes.
# MIBA 663: DATA MINING AND DATA WAREHOUSING

## Objectives:
- To impart the basic knowledge about the data mining and how far it is feasible to the warehouse projects.
- To understand the various data mining tools used in the organization.
- To be aware of recent trends in data warehousing management.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Initiating a Data Warehouse Project – techniques for data warehouse requirement analysis – designing and implementing the data warehouse – techniques for constructing and implementing the architecture – production performance tuning – data warehouse support and maintenance overview.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Case Study on Data Warehousing and Mining application and tools.</td>
<td>09</td>
</tr>
</tbody>
</table>

## Reference Books:
1. Richard, J. Kachur, Susan Mc Demott: Data Warehouse Management
4. Sam Anahory, D. Murray, S. Anahory: Data Warehousing in the Real 222.
# MIBA 664: SOFTWARE PROJECT MANAGEMENT

## Objectives:
- To sensitise one to software engineering and project management
- To develop knowledge and skills for systems development.
- To prepare one for specialising on information systems management

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Software as a product – its characteristics, components and applications, software engineering as a process – process maturity levels – different process models – linear sequential model, prototyping model, rapid application development model, evolutionary software process models, conventional methods for software engineering – system engineering, information engineering and product engineering.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Software Scheduling and Tracking; Basic Concepts, People and Effort, Task Set for Software Project, Task Network, Scheduling, EVA Approach, Error Tracking. Software Configuration Management: SCM Baselines, SCM Process, Version Control, Change Control, Configuration Audit, Status Reporting, SCM Standards.</td>
<td>09</td>
</tr>
</tbody>
</table>

### Test Book:

### Reference Books:
# MIBA: 665 CLOUD COMPUTING & ACCOUNTING

**Objectives:**
- To understand basics of cloud computing for business management
- To gain knowledge of various applications on cloud for efficient business.
- To provide with a comprehensive understanding of cloud computing tools that can be used in designing business processes

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>IMPLEMENTATION AND CONTROL Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>CLOUD COMPUTING FOR MANAGERS Centralizing Email Communications – Collaborating on Schedules, To-Do Lists, Contact Lists – online Community development – online collaboration tools for projects – Cloud Computing for business.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>APPLICATIONS OF CLOUD SERVICES Applications – Online Planning and Task Management – Event Management – CRM- Cloud service development tools -word processing, databases, storing and file sharing on cloud.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>VIRTUAL OFFICE MANAGEMENT Web-based communication tools – Web Mail Services – Web Conference Tools – Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand</td>
<td>09</td>
</tr>
</tbody>
</table>

**TEXTBOOK:**

**REFERENCES**
MSME Electives
<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>Hard/Soft Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIBA 671</td>
<td>Innovation and Startup Management</td>
<td>3</td>
<td>100</td>
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</tr>
<tr>
<td>MIBA 672</td>
<td>Internationalization of MSMEs</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 673</td>
<td>Perspectives on Start-ups and MSMEs</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 674</td>
<td>Establishment of MSME’s</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
</tbody>
</table>
# MIBA 671: INNOVATION AND STARTUP MANAGEMENT

**Objectives:**
- To study the creativity and innovation process of startup
- To understand the effective management of startup
- To inculcate entrepreneurship and skill development among students

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Introduction to Creativity and Innovation</strong>- Nature of creativity: Person, Process and Environment; Nature of Innovation: Making the Idea a reality; Need and Roles of creativity and Innovation in the Organization; Dynamics that underlie Creative thinking</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td><strong>Creative insight:</strong> Idea evaluation- Creativity in Teams; Developing and contributing to a Creative-Innovative Team; Managing for Creativity and Innovation- Tools and techniques for creativity; Evolving a culture of Innovation in Organizations; Global perspective on Innovation</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td><strong>Entrepreneur and Entrepreneurship:</strong> Entrepreneurship and Economic Development; A Typology of Entrepreneurs; - Entrepreneurial Competencies: Role, Task and personality; Entrepreneurial skills: Creativity, Problem solving, Decision making, Communication, Leadership quality; McClelland’s N-Ach theory, personal efficacy, technology backup;</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td><strong>Traits/Qualities of an entrepreneur:</strong> Steps of entrepreneurial process; Opportunity/Identification and product selection; Conducting Feasibility studies; Entry strategies; Intellectual property; Small Enterprises and Enterprise launching formalities; Project report preparation</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Role of support institutions and Management of small business- Director of Industries; DIC, SIDO, SIDBI, SIDC, NSIC, State financial Corporations; Assistance from different organizations in setting up a new Venture-Export and Import apply procedure; Laws: Liabilities under the Factories Act, Shops and Establishment Act, Sale of goods Act, Environment protection Act; Understanding Labor- Management relationship</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

101
Objectives:
To gain a better understanding of internationalization of SMEs
To know the strategies behind the internationalization process of SMEs
To educate the various government /non-government support programs towards SMEs internationalization.

Contents

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<tr>
<td>1</td>
<td>Introduction: Internationalization: Introduction; Definition or Meaning of Internationalization- Factors influencing Internationalization of SMEs – Steps in internationalization of SMEs - International opportunities for SMEs – Benefits of Internationalization of SMEs.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Approaches to Internationalization: Stages, Economic, Networks-Holistic approaches - Integrative and knowledge-based Models. Gradualist, Born-Global, Born-Again Global approaches</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Strategies for internationalization: Geographical Concentration/Diversification, Product-Market Expansion Grid, Ethnocentric, Polycentric, Geocentric, Reginocentric Strategies - Offensive and Defensive Competitive Strategies.</td>
<td>09</td>
</tr>
</tbody>
</table>

Essential Readings:

References:
# MIBA 673: PERSPECTIVES ON START-UPS AND MSMES

## Objectives:
- To expose students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business.
- To get an insight of issues faced by the startups
- To know about the Financing and supporting Institutions of Start Ups and MSME’s

## Contents

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<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
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<tr>
<td>1</td>
<td>Introduction: Definition and meaning SMEs &amp; start-ups, role, importance and present status in Indian economy, Factors influencing their emergence, Government Policies for start-ups and SMEs in India, Monetary and Fiscal Policies, Problems and Challenges.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Process of new venture: Registration &amp; Licensing, bank &amp; other statutory formalities. Organizing the basic infrastructure such as premises, water, power, transport etc., procurement of machinery &amp; equipment, mobilization of human and material resources, trial run.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Launching of startups: Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Supporting institutions: Banks – MSMEs Development Institute – Distract Centers – SIDBI – SFC – Venture Capitalist – Angel Funds Institutions</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Financing: Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.</td>
<td>09</td>
</tr>
</tbody>
</table>

## Text Books:

## References Books:
## MIBA 674: ESTABLISHMENT OF MSMEs

### Objectives:
- To encourage entrepreneurial thinking in the student community
- To evaluate their personal prospects for continuing or starting a business venture and
- To understand the essentials of establishing SMEs

<table>
<thead>
<tr>
<th>UNIT</th>
<th>Chapter</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INTRODUCTION: Evolution of SMESs in India-Relevance to Indian Economy-</td>
<td>09</td>
</tr>
<tr>
<td></td>
<td>Growth and development of SMEs before and after 1991-Government policies on SMEs-Present status of sector wise SMEs.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>ENTREPRENEURSHIP AS A CAREER: Choice of Entrepreneurship as a Career,</td>
<td>09</td>
</tr>
<tr>
<td></td>
<td>Factors favoring entrepreneurship as a career - Reasons for the failure of entrepreneurship venture - Avoidance of failure - Concept &amp; importance of Competence - Awareness &amp; Assessment of Competence - Development of Competencies.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>ENTREPRENEURIAL PROCESS: Developing Successful Business Ideas -</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>TOOLKIT FOR ENTREPRENEURS: Experiences of Entrepreneurs looking beyond placements &amp; salaries - Entrepreneurs roadmap - Successful Entrepreneur’s Personality - Managing excellence in Career - Business Start-up Checklist - Self Assessment Checklist for Entrepreneur, Critical thinking skills -Case Studies &amp; Work Sheets etc.</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Book:

### REFERENCES
4. K Ramachandran, “Entrepreneurship – Indian cases on Change Agents” TMGH
Operations Electives
<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
<th>Marks</th>
<th>H/S Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIBA 681</td>
<td>Inventory Management &amp; Material Requirements Planning</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 682</td>
<td>Modeling Techniques and It for Operations Management</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 683</td>
<td>World Class Manufacturing</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 684</td>
<td>Quality Management</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
<tr>
<td>MIBA 685</td>
<td>Applied Operations Research</td>
<td>3</td>
<td>100</td>
<td>H</td>
</tr>
</tbody>
</table>
**MIBA 681: INVENTORY MANAGEMENT & MATERIAL REQUIREMENTS PLANNING**

**Objectives:**
- To introduce the fundamental nature of inventory from a financial, physical, forecasting, and material requirement planning standpoint
- To emphasize the significance of inventory management for smooth operation of business
- To introduce various inventory management and requirement planning techniques and tools to students

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management: Objectives and Importance of the inventory management function about Profitability, Strategy, customer satisfaction and Competitive Advantage.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce through put time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management – Updating Inventory Records – Bill of Materials, types of BOM, Modular BOM</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books**
2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington,(1994) “Production Planning and Inventory Control”; Prentice Hall

**Reference Books:**
MIBA 682: MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

Objectives:
To help students to understand the modelling techniques like business modelling, Linear programming, Decision trees, Dynamic programming and IT in operations management.
To learn the features of Enterprise Resource Planning
To understand the significance of IT in operations Management

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Business Modeling: Modelling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modelling, Modelling with spreadsheet in simple decision-making situations.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Linear Programming: Application of LPP in operations management, Formulation of LPP, simplex method, duality, Sensitivity Analysis. Trans-shipment problems. Concept of Goal programming, Goal programming model formulation.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Decision Trees: Concept, Application of Decision Trees in operations management. Sequencing problems: Concept, Application- Job Sheet Scheduling: Priority Dispatching rules, None-Delay schedule generation algorithm</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>IT in Operations: Importance of IT in operations, IT as a competitive edge, Role of IT in – Design, Production Planning, Layout and Logistical operations- Software in operations: Introduction, characteristics and key features of software s for Project Scheduling, Logistics / Supply chain management and Quality management</td>
<td>09</td>
</tr>
</tbody>
</table>

Text Books:

Reference Books:

109
## MIBA 683: WORLD CLASS MANUFACTURING

**Objectives:**
To acquaint the students with the world class manufacturing environment
To introduce students to the concept of optimized production in Manufacturing
To help students to understand the significance of improved process efficiency and Cycle time

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards, Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Typical characteristics of WCM companies: Performance indicators – what is world class Performance – Six Sigma philosophy- Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead</td>
<td>09</td>
</tr>
</tbody>
</table>

**Text Books:**

**Reference Books:**
### MIBA 684: QUALITY MANAGEMENT

#### Objectives:
- To recognize the importance of Quality Management
- To have comprehensive knowledge of quality management
- To study the tools and techniques which are needed for enhancing quality.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, need for quality approach to strategy, Quality and its types, Supporting policies</td>
<td>09</td>
</tr>
<tr>
<td>2</td>
<td>Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles - Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Process and Statistical Quality Control - quality system, control chart for variables (X and R) and (X and S charts), control charts for attributes (p, c and u charts), Quality function deployment, Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality - Activity based costing, Introduction to Shainin techniques, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM, reliability, Failure modes and effects analysis (FMEA), Analysis of Variance (ANOVA) - complete factorial experiment with three factors, Orthogonal arrays - design of orthogonal arrays, ANOVA for orthogonal array with two-level factors, ISO 9000 series and ISO 9000:2000.</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering - steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools</td>
<td>09</td>
</tr>
</tbody>
</table>
Text Books:

Reference Books:
## MIBA 686: ADVANCED OPERATIONS RESEARCH

### Objectives:
- To introduce various optimization techniques of operations research
- To facilitate the use of Quantitative Technique in various functional areas
- To evaluate the situation and utilize the resources for maximum output

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.</td>
<td>09</td>
</tr>
<tr>
<td>3</td>
<td>Shortest Path Problem, Floyd’s Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.</td>
<td>09</td>
</tr>
<tr>
<td>4</td>
<td>Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of (2 × n) and (m × 2) Games</td>
<td>09</td>
</tr>
<tr>
<td>5</td>
<td>Introduction to Queuing Theory, Basic Waiting Line Models: (M/M/1) : (GD/α/α), (M/M/1) : (GD/N/α), (M/M/C): (GD/α/α), (M/M/C):(GD/N/α), Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.</td>
<td>09</td>
</tr>
</tbody>
</table>

### Text Books:

### Reference Books: